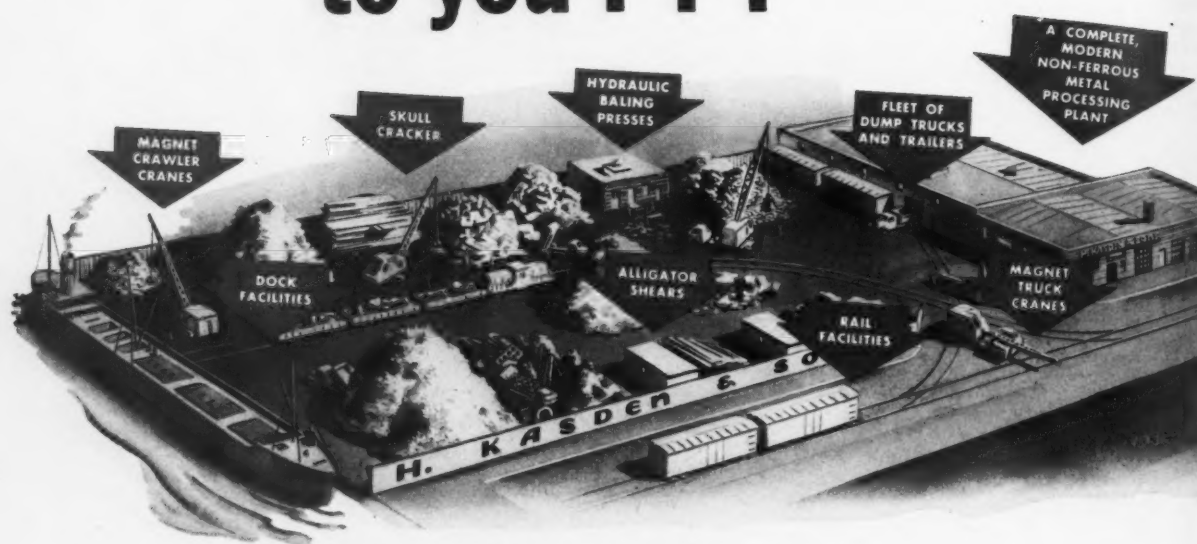




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# Connecticut INDUSTRY

MANUFACTURERS' ASSOCIATION OF CONNECTICUT, INC.  
VOL. 27 - NO. 11 - NOVEMBER 1949

L. M. BINGHAM, Editor

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## MY MOTHER FAINTED!

Murphy, the foreman, ran all the way from the factory to break the news. Crushed under a fifty-foot steel girder. That's what happened to my father!

Do you know what it's like to grow up without a father? I guess I grew up kind of wild. And some mornings Ma's eyes were red and swollen like she had been crying all night.

Sure, we got some of the breaks. Ma got compensation payments from the insurance company so we always had something to eat and a roof over our heads.

I guess I was pretty tough when I went to work at the factory. I couldn't get Pa out of my mind—and I figured I'd be smart. Even if they didn't run a safe plant, I wasn't going to get hurt.

Smart? I was a kid then and didn't know the score. Two years ago they put me on the plant safety committee—and that's when my eyes were really opened. An insurance man came to most of our meetings—and brother did he know that plant inside out! We didn't do anything big or exciting. Just made sure that oil spills were cleaned up, lights put over dark stairways, the moving parts of machinery guarded and then painted a bright color.

Little things—but they paid off in a big way. We've worked a million hours in our plant, without one guy getting hurt.

So we've won a Liberty Mutual Safety Award—and I'm taking Ma to the flag-raising ceremony this afternoon. I guess there's no place in the world where everyone could get

so excited about *saving* lives—except right here in the U.S.A.

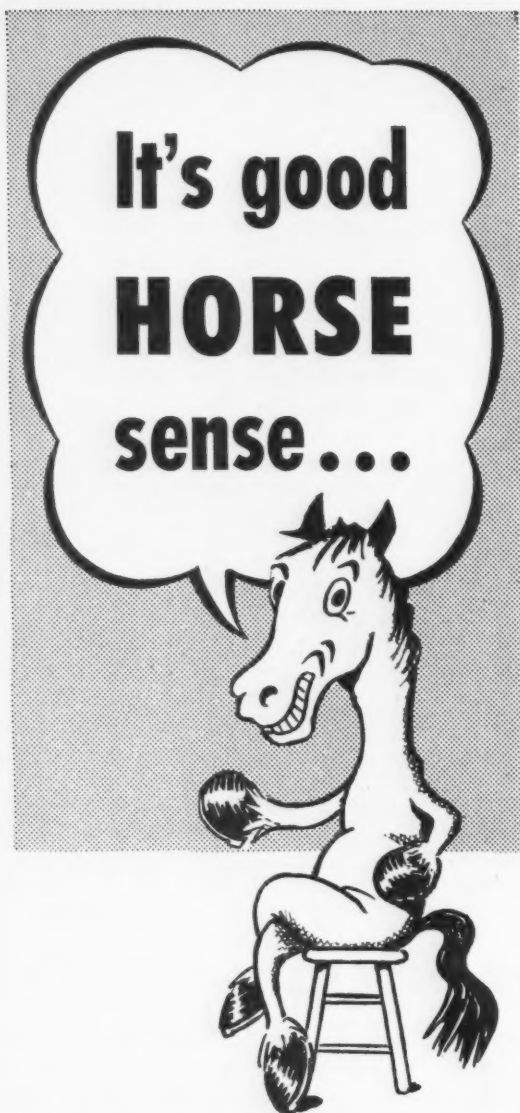
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# Pension Security

By SYDNEY A. FINER, *Vice President,\* Ponds Extract Company, Clinton*

EMPLOYER and employee alike constantly strive to keep alive a sense of security, each in his own way. A well equipped plant, products selling at a profit and a substantial reserve for a rainy day impart a sense of security to an employer. A pension is one means to the same end for an employee when his earning power is beyond the peak and he has arrived at the autumn of life.

Management has been acquainted with pension systems for many years, but during the past fifteen years the broader viewpoint has developed to the extent that millions of employees are now enjoying pension plans of various types. The current topic as to whether or not pension plans should be contributory or non-contributory, is good ground for debate and is receiving serious consideration from both management and labor.

Granting that pension plans are an important economic factor, and that management believes in them in principle, then the pro's and con's should be centered on whether they should cover all employees, and also if they should be contributory or non-contributory. From the point of view of sound industrial relations policy, there is no justification for singling out the executive or any group of employees because their inclusion would pose special technical problems. Management should assume the responsibility for providing a sound retirement policy based upon past earnings experience and the outlook for the future.

A recent survey of 550 plans disclosed approximately 81% or 445 plans which extended coverage to all employees. Eligibility requirements must be worked out to fit the particular need and should be flexible.

Let us look at some of the arguments advanced for non-contributory pensions. First, it is said that the average employee, who needs the protection of a pension plan most, cannot afford to contribute. Secondly, it has been stated that the employer should bear the full cost and recoup the expense in the price of his product just as he does, or tries to do, with respect to the cost of depreciation of equipment. Third, it is pointed out, that the return to the employer, in terms of increased employee

efficiency which pension plans are supposed to produce, justifies his bearing the full cost.

Now let us look at the other side of the story. Regardless of long-range possibilities of shifting the cost, there are limits which prudent management can afford to make at any given time for retirement purposes. Employee contributions, as an immediate practical matter, assure larger pensions than would be possible if the employer is forced to absorb the total cost. Employee contributions, however small, emphasize the truth that pensions have to be produced, earned, and paid for by someone; that neither employers nor governments have any magic formula to provide benefits entirely free of cost. A contributory plan elicits greater employee interest and thus produces better employer-employee relations values than a non-contributory pension plan. When participation is voluntary, the company is forced to do a job of explanation, employee education and salesmanship, without which the employee relations values of a plan cannot be secured, and which, by the new requirement to bargain collectively in these matters, has become even more necessary in order to forestall unreasonable demands based on misunderstanding and misinformation.

Prevailing practice and current trends both support the position of those who favor the contributory plan. Nevertheless the question remains the most controversial one in the field of collective bargaining today. In view of the fact that Social Security is a contributory pension plan in addition to other overwhelming evidence, it would seem that the practice to cover all employees in contributory plans is developing to the degree emphasized in a report published in 1948 which showed a listing of 550 plans—416 of which were of the contributory type.

To summarize the situation, it would appear that there is evidence to prove that there is enough staid, practical, thrifty thinking on the part of the average employee, who is representative of the sixty million employed in this great country of ours, to reject the paternalism of having everything provided for him. Just so long as this independence of thought continues America will remain the land of freedom wherein every citizen has the opportunity of proving his worth.

\* The author of this ninth article in a series of guest editorials is a director of the Association and past president The Middlesex County Manufacturers Association.



AN IMPRESSIVE REPRESENTATION OF CONNECTICUT'S INDUSTRIAL MANAGEMENT GATHERED FOR DINNER.

## ANNUAL MEETING IN REVIEW

SOMETHING new, something different—the constant human demand for centuries—was realized in this year's annual meeting, when the Association, for the first time in its history, held this year's Annual Meeting at Yale University—a never-to-be-forgotten event made possible by President Seymour's invitation.

Here, for the first time in many years, more than 1,000 Association members and guests were able to enjoy uncrowded meeting rooms without the necessity of moving from one set of buildings to another. Although a larger attendance was expected because of the novelty of a new and central meeting place, the smaller audience can be accounted for by the fact that it was necessary to hold the meeting early in September rather than in the months of October or November when the normal post-vacation rush has subsided.

### Business Session

The afternoon business session started at 2:15 and was completed in the record time of twenty minutes during which reports were given as follows: Treasurer's Report by John Coolidge, treasurer of the Manufacturers Association, and president and

treasurer of The Connecticut Manifold Forms Company, West Hartford; Budget Committee Report by Fuller Barnes, chairman of the budget committee and president of the Associated

Spring Corp., Bristol; and Nominating Committee Report by Graham Anthony, chairman of the nominating committee and chairman of the board of the Colt's Manufacturing Company,



FIVE NEW DIRECTORS of the Association were elected at the business session. Left to right, Frederick Lux, president, Lux Clock Co., Waterbury; and Charles A. Williams, vice president, United Illuminating Co., representing New Haven County; William A. Purtell, president of the Association, and president, Holo-Krome Screw Corp., Hartford; Lloyd B. Seaver, plant manager, Belding-Heminway Company, Putnam, representing Windham County, and Morgan Parker, president, Bard-Parker Co., Danbury, for Fairfield County. Sixten Wollmar, president, Hartford Empire Co., Hartford, director for Hartford County, was absent when the photograph was taken.

Hartford. All reports and recommendations made by the committee chairmen were approved and the Secretary cast one ballot for the election of the following directors to serve for a term of four years beginning January 1, 1950: for director representing Windham County, Lloyd B. Seaver, plant manager, Belding-Heminway Company, Inc., Putnam, to succeed Henry C. Haskell, president, Brunswick Worsted Mills, Inc., Moosup; for director from Hartford County, Sixten Wollmar, president, Hartford Empire Company, Hartford, to succeed Clayton R. Burt, director, Pratt & Whitney Division, Niles-Bement-Pond Company, West Hartford; for directors from New Haven County, Charles A. Williams, vice president, The United Illuminating Company, New Haven, and Frederick Lux, president of The Lux Clock Manufacturing Company, Waterbury, to succeed C. E. Hart, Jr., president of Chase Brass & Copper Company, Waterbury, and Allerton F. Brooks, president of The Southern New England Telephone Company, New Haven; for director at large, Morgan Parker, president of Bard-Parker Company, Inc., Danbury, to succeed himself after an appointive term of two years as the successor to A. V. Bodine, president of The Bodine Corporation, Bridgeport, who resigned in 1947 after being elected vice president of the Association.

#### Mr. Batcheller's Address

Hiland G. Batcheller, president of the Allegheny Ludlum Steel Corp., Pittsburgh, was the guest speaker during the afternoon session. He spoke on the topic of "Public Relations Begins at Home", including with it a fifteen-minute sound movie which clearly sets forth the company's present program of employee relations. He also discussed in some detail some of the current problems faced by the steel industry because of the demands of the CIO steel workers' union to accept the recommendations of the President's fact finding board which required steel companies to set aside ten cents per hour to furnish pensions of \$100 a month for all steel workers upon reaching retirement age.

#### The Clinics

Simultaneously, at 3:45, clinics were held in the conference rooms in the Sterling Law Building on Industrial Relations, Occupational Health, and Employee and Community Relations. All clinics were well attended



THE BUDGET COMMITTEE REPORT was submitted by Fuller F. Barnes, chairman of the committee, at the afternoon business meeting. Shown in the background, left to right, L. M. Bingham, secretary, F. R. Hoadley, vice president, Graham H. Anthony, chairman of the Nominating Committee, Hiland G. Batcheller, William A. Purtell, president, John Coolidge, treasurer, A. V. Bodine, vice president, and Norris W. Ford, executive vice president.

having a total of approximately 400 persons in attendance.

Despite the rainfall, nearly 100 persons were escorted on a tour of some of Yale's principal buildings at the close of the clinics by carefully selected student guides.

Another feature of the meeting was a "Preview Display of the 100 Best

Annual Reports for 1948" in the Financial World's 9th annual report survey. The display was placed in the lobby of the Sterling Law Building during the afternoon and in the lobby of Woolsey Hall during the evening session by Weston M. Smith, vice president and editor of the Financial World.



DURING THE AFTERNOON SESSION this attractive display of "100 Best Annual Reports" were previewed by Weston Smith, vice president of "Financial World."

### Evening Session

After the banquet dinner held at 6:15 in the Yale Dining Hall, more than 1,000 members and guests assembled in Woolsey Hall to hear an address of welcome by His Excellency Chester Bowles, Governor of Connecticut; the President's Report by Wil-

liam A. Purtell; and a feature address by Arthur H. (Red) Motley, President, Parade Publication, Inc., New York, who spoke on the subject "Use It or Lose It". Entertainment was furnished by Berman's String Orchestra of New Haven and the Skyliners Quartet of New York. Marshall Burwell, director of the New Haven Railroad

Glee Club led the audience in singing the National Anthem and James Williams Lenhart, D.D., minister of The United Church, New Haven, gave the invocation.

The highlights of all addresses and the clinics are published on this and succeeding pages of this issue.

## PUBLIC RELATIONS *begins* AT HOME

By HILAND G. BATCHELLER, *President, Allegheny Ludlum Steel Corporation, at the Afternoon Session*

**A**WAY back early in the year when you asked me to speak, the subject closest to my heart and the one which I wanted to tell you about was our community-employee relations program. It's something unique. We are very proud of it. Therefore, I am going to carry out my original intention and tell you about our conception of community relations.

Now don't think I am going to ignore what's on all our minds—the current recommendations of the Steel Fact Finding Board. I'm going to get to that in due course. It can hardly be ignored. It is something that is going to affect our business, our lives and our children's lives.

But first I want to emphasize that the recommendations of this Board may be the direct results of some of the failures—our individual failures—in the past. I think we are too ready to blame the politician, the social dreamer, or the professional revolutionist for many of our difficulties. Perhaps sometimes we ought to blame ourselves a little more.

I don't think we have done a very good job. Originally we used to fulfill our charitable impulses on a community level. People were helped, after a certain degree of personal investigation. It took time—it took trouble. Sometimes there were many other things more pleasant to do. Then the professional took over the burden, and finally the government is taking over the whole works and we are becoming a welfare state. It looks as if the same thing has happened and is happening in human relations.

Human relations, to be fully successful, cannot be handed over to a professional or a third party. Too often, reliance is centered in those self-styled experts, who for a lush fee, promise to take over all your more exasperating problems. What with fancy advertising

programs, souped-up press releases and all the standard gimmicks, there is an illusion of labor relations without much real substance. Too often these

community wealth and welfare. Show what happens to the profit, what goes to the stockholder, what goes into new and better equipment, describe all this



HILAND G. BATCHELLER, President, Allegheny Ludlum Steel Corporation, Pittsburgh, addressed the afternoon session.

programs are based on the premise of pleasing the boss rather than influencing the employee . . .

### The Boss Must Do the Job

The boss better re-learn to get out and work himself on employee and community relations. And he had better drag his chief subordinates along. He will have to interpret the company's actions and policies to the entire community. The people of the community have a lot of civic pride. They want to be proud of your contributions to the community. And they will, if you deserve it and will give them a chance by telling them what you're doing. So explain your work policies, your profit, the ways you add to

in the language of the mill, not in the language of the accountant. Action might speak louder than words . . . but actions and words speak louder of all.

We knew that we had been living right in our company. So we decided to get out and start telling our employees and their neighbors about it. In 1946, we began laying plans for what, to us at least, was a new type of company endeavor . . . a program of human relations.

### Planning Program

Our first step was to lay out a program that would permit us to carry to our employees and neighbors facts about our company upon which the

were uninformed or misinformed. To do it, we needed something that would attract their interest and arouse their imaginations. But it had to be honest—something we lived in our day-to-day operations.

We adopted a four point theme—

- (1) We try to meet our responsibilities to our employees and to the communities in which they live.
- (2) We pay good wages.
- (3) We make fair profits.
- (4) We want to prevent "Boom and Bust."

That is the theme. And we have the facts and figures to prove every point.

How should we present our program?

We decided to get it started with an intensive campaign, using every means at our disposal. So, early in 1947, we opened up with a two-weeks campaign that covered all of our employees in our principal plants and our neighbors in those plant communities.

We have put on three of those campaigns thus far, one for each year. In each campaign, we have tried to improve our techniques. Here's how our annual campaigns work.

### How We Did the Job

During the first week the plant managers call their supervisory employees together and give them all the details of the program. By "supervisory" employees, I mean the so-called management group made up principally of foremen. Speaking for ourselves, this was one group we had neglected too long. We wanted to make sure that they would have all the facts before anyone else . . . that they wouldn't have the embarrassment of having to read in the newspapers what their company was doing. Also, we wanted to build them up as a part of management by giving them the direct responsibility of passing along our information to the employees under them . . . to strengthen the chain of command. We knew, as you doubtless do, that the foremen for too long had been treated like a bunch of outsiders . . . too good to become a part of the working crew and not good enough to sit in the pews of management. We could not help but recognize that if they listened to the urge to organize, it was our own fault. So we brought them into the management fold, added to their responsibility and showed them that they were important.

The second week, we go directly to the people of our plant communities. This calls for a more elaborate program, consisting of:

- (1) Meetings.
- (2) Publicity.
- (3) Advertising.
- (4) Booklets.
- (5) Posters.

Obviously, we can not meet and talk personally to everybody in a community. So what we do is to invite a cross-section. We particularly try to invite the opinion-creating people. Among those to whom we send letters of invitation are:

- (1) Business leaders.
- (2) Professional leaders.
- (3) Local union officials.
- (4) Officers of social and civic clubs.
- (5) Ministers, priests and rabbis.
- (6) Educators.

The formal means we have taken to keep our employees and their neighbors informed are not exceptional individually, but it is their pace along with the activity of the executives that imparts real meaning. Of course, we put out a mimeographed bulletin called FACTS, which keeps our management and sales people abreast of all company activities.

We don't over-burden the newspapers with news releases. When there is something of merit, to plant towns of national press, we get together informally and directly with reporters . . . explain the background . . . never planting a souped-up story . . . being honest and fair. The national press associations treat us far better over the wires—and that's what counts.

We carefully prepare plant town newspaper advertising. That says thank you for editorial and news support. But here again, we try to be completely honest . . . we never try to sell a bill of goods. It never pays.

We get out an annual report specifically for the worker and his neighbor. Everything essential is there . . . the profits are shown, particularly the small percentage that finally reaches the stockholder and the larger part poured back into new equipment for better and cheaper products and more jobs . . . in fact everything is shown so he can understand. We treat him as a sensible human being and we never try to pull the wool over his eyes.

We rely a great deal on open house activities—not as something that must be sweated out, just because it's the thing to do—but something we gen-

uinely want to do. The worker, his family, the community leader, the stockholder are all attracted into the plant by one means or another. Why, when the families are streaming through, production zooms from 25 to 200 per cent. My gosh, it pays for itself. When the old man sees mama and the kids watching him, he really puts on a good show. How else could he escape doing the family wash on Saturday?

We issue a series of booklets, but each must have a legitimate reason for existence. We spend a tremendous amount of energy to make them attractive, to hold the employees' attention, and to make them fully understandable. But always, the underlying motive must be honest. We genuinely want to inform the employee, not fool him.

How do we inform him? We could pause here and see a picture we showed at our last meeting. (15 minute sound film shown at this point.)

### Some Results of Program

The picture you have just seen was shown to the so-called thought leaders and employees and later to everybody in our plant communities. All local theaters put it on their regular programs. It also was shown by schools, churches, lodges, civic clubs and many other interested groups.

Right now, some of you are probably saying . . . "So what? You have a human relations program. What good has it done?"

You can't always measure the results of a program like this in dollars and cents. Some of the results are measurable in good will . . . some in their preventive effects.

When we first started the program, one of the foreign language newspapers refused to accept our advertising . . . because its readers were mostly union men. The leading butcher in one of our plant towns refused to attend our first meeting. He was afraid his attendance would turn his customers against him. It was only after a friend intervened, telling him that the union leaders would be present, that he finally agreed to participate.

After our program had got well under way, we were called upon by a delegation of city officials of one of our plant towns, led by the mayor. They wanted to know how they could best help us acquire a defense plant we were trying to buy from the government. I might say that before our program started, those same officials tried to prevent us from getting the plant

on grounds that they wanted a diversified industry.

Another delegation led by a mayor has just recently flown down to Pittsburgh to visit one of our Pittsburgh District plants. They wanted to see how plants other than the one in their town operated because they knew their prosperity was linked to company-wide production.

I am frequently asked—what does the union think of your program? Here's one answer. I mentioned that we opened our plant town mass meetings to comments and questions from the floor. When this happened at one meeting, the first to respond was the president of the local union.

This man, with a confederate, marched right up on the stage. Some of us were slightly apprehensive, to say the least.

Up at the microphone he proceeded to unroll a giant scroll that contained the signatures of every man and woman on the plant payroll. It expressed their appreciation of the confidence shown in them and pledged their wholehearted support to making that plant one of the outstanding steel mills in the country.

Here's an editorial that I want to read, in part.

"Although permits or licenses are available for such things as hunting, fishing or marriage, there is still no permit to steal.

"Many members of organized labor seem to be imbued with the idea that their union card is a permit to steal, a permit to lay down on the job, a right to short-change their employers by not giving an honest day's work for an honest day's pay.

"And it certainly is racketeering when a member of a union, because of the economic strength made available through his membership, designedly slows down and lends himself to unnecessary grievances that promote unnecessary strikes which inevitably shut down production.

"If common decency doesn't tell him, then common sense should remind them that without high production they cannot maintain high wage levels and decent working conditions. The law of equity sees to that. Common sense should also tell them that, unless their employer is in a position to operate his business in a lucrative manner, he is automatically placed in a position of being powerless to pay high wages."

Would you say that was printed in the WALL STREET JOURNAL? It was not. It was printed in STRAIGHT-FORWARD NEWS, published bi-weekly by Local 1196, United Steelworkers of America—the paper distributed to our Brackenridge plant.

What has our program meant insofar as production is concerned?

First of all, let me say that "man-hour productivity" is nothing more than a catch phrase in a business such as ours. We have spent approximately \$29,000,000 in the past three years on plant and equipment. Obviously, productivity has increased . . . but not necessarily due to the efforts of our employees. However, I do believe that worker effort has improved since the let-down after the war. Just how much is impossible to measure. But here are some indications:

Out of about 12,500 employees in 1946 we had a total of 283 grievances. That, it was agreed, was an exceptional record. But in 1947, the number of grievances had been cut to 194. In 1948, after our program had been under way for two years, grievances dwindled to 94. I might add, I am speaking now of total grievances . . . not those which had to be arbitrated. We found it necessary to take only eight to arbitration in 1948, six of which we won, by the way.

Since the industry-wide steel strike of January, 1946, we have had no labor stoppages except two very minor walk-outs which combined involved less than 100 workers. How can you put a price tag on such trouble-free years of production? In fact never since 1854 have we had a company-wide strike. That is, up to 1946 when we became a victim of industry-wide bargaining.

### Victim of Industry-Wide Bargaining

Despite all these efforts of ours to foster human and community relationships, my company is again involved in an industry-wide and country-wide strike threat. I am referring to the recommendations made by the Steel Industry Fact Finding Board appointed by the President to develop facts regarding wages, insurance and pensions for workers associated with United Steelworkers of America.

Like all reports, the full 80 pages will be read by a mere handful of people. Since the report pleases neither union nor employer, it has in general been treated by editorial writers as a fair compromise. Certainly, the Board has shown real statesmanship and courage in standing firmly against another round of wages.

However, buried within the report are a number of statements which may come back in the future to plague the nation. These statements are sugar-coated in the extreme. The general wordage is one to lull everyone into

a false feeling that justice is being done, that nothing really is happening to our basic freedoms.

I do not believe anyone can find fault with the Board's recommendations concerning social insurance. Innumerable companies have such plans now in effect. It is the cheapest way for any individual, whether in management or labor, to obtain protection for himself and his family.

Also, I do not think anyone can quarrel with the Board's recommendation calling for serious study of the question of pensions. Many companies have pension plans in effect covering all employees. Others have pensions for management employees only. In a country as rich as this, any man who has labored honestly and competently throughout his life should be encouraged and assisted in providing for his declining years, regardless of whether that man is a part of management or the work force.

But, I am definitely against the Board's recommendations on two major counts. First, I do not believe it was proper for the Board, or anyone else, to call for an amount to be spent toward pensions, before the type of pension plan and the way it is to be financed and administered is worked out jointly by the individual companies and representatives of their employees. It is too much like directing what such studies are to find. I am even more convinced that the Board erred in recommending that welfare programs be non-contributory. Traditionally, America is a nation of self-reliant people. America has reached its present high standards by every man relying mainly upon his own capabilities, his work and his thrift. Our society rightly supports the incompetent and unfit, but the American workman should never be so prostituted.

Certainly the Federal Government has recognized the importance of individual responsibility in pensions by making Social Security contributory. I see no reason why our company should depart from standards which have been enacted into law.

Furthermore, I must take exception to the Board's announced philosophy concerning the American profit system. Availability to all people of our high standards of living has been made possible through our profit system and the competition it engenders. When profits become too high, competition, not government dictum, will bring them down. When any group, govern-

ment or quasi-government, attempts to say how much profit may be obtained in free competition, what proportion is to go to the stockholder or turned back into the productive system in new equipment, then surely individual initiative, genuine industrial competition and free enterprise is being dealt a serious blow. The fact that the Board recommends non-contributory social insurance and pensions definitely is socialistic in its roots. I hope I can impress upon you here and upon Americans everywhere the extreme peril in which trends like this place us. It's all part and parcel of the bogus philosophy of getting something

for nothing. I quite agree with the famous British journalist who recently said of Socialism in England: "I say quite seriously, that Socialism will work only in Heaven where they don't want it, or in Hell where they've got it already."

Gentlemen, we should take his remarks to heart. In America, it is later than many of us think. If we in management continue to sit smugly in our offices, or talk only among ourselves, our precious heritage of personal freedom and liberty, surely and positively is going to be taken away from us. What *are* you doing about it now?

## Industrial Relations Clinic

UNLIKE previous panel sessions, the Industrial Relations Clinic was devoted almost entirely to answering questions submitted by those who attended. In fact, four-fifths of the time consumed was devoted to that feature. However, in order to stimulate the discussion and also to be sure to cover one of the most difficult and pressing problems of the day, "Seniority", the chairman of the panel, Alan C. Curtiss, Vice President of the Scovill Manufacturing Company, of Waterbury, who is also chairman of the Industrial Relations Committee of The Manufacturers Association of Connecticut, discussed the various types of seniority provisions with their advantages and disadvantages. "Every seniority clause, provision, or arrangement should be tailor-made to suit the individual problems of the company involved," stated Mr. Curtiss. He pointed out that there is no ready-made arrangement which will suit the needs of a company or group of companies and stated specifically that what might work well under certain conditions might need revision if there were any very drastic changes in the business or circumstances of that same company. To emphasize this point, he cited instances in which a seniority provision had worked with reasonable satisfaction during a period of rather extensive layoffs but was found unworkable when the time came to rehire. Both the union and company agreed to abandon the strict seniority requirements in order to get people back to work as promptly and expeditiously as possible.

Mr. Curtiss recommended that each company work out its seniority provisions or policy with great care and

with as much flexibility as possible. He stated that the seniority clause was on a par with the grievance procedure provisions in matter of importance.

In addition to recommendations concerning the strong points or pitfalls in seniority provisions, Mr. Curtiss commented briefly on various phases of arbitration proceedings and cited recent arbitration decisions which materially limited management's freedom of action in the matter of assigning production work to supervisors.

At the conclusion of Mr. Curtiss's introductory remarks, he called upon other members of the panel for expansions or criticisms of the subjects he had covered. Professor Paul Pigors, Associate Professor of Industrial Relations of the Massachusetts Institute of Technology, responded briefly and was in general agreement with the remarks made by Mr. Curtiss concerning the importance of a workable seniority policy. He further remarked that such a policy was oftentimes useful in unorganized companies, as it helped to eliminate from the minds of employees the suspicion of favoritism with regard to layoffs and rehiring.

Professor Pigors stressed the importance of informing the employee as fully as possible in any such unorganized plant of the basic policies involved in such a seniority arrangement and the necessity of adhering as closely as possible to any announced policy.

Joseph B. Burns, Attorney for the Fuller Brush Company, briefly supplemented these remarks and cited several instances which had come to his attention of seniority provisions which operated in such a manner that the layoff of a very small number of employees

required the shuffling of ten times that number to be sure the seniority provisions were properly complied with. He pointed out that such disproportionate bumping and reshuffling might have been avoided by a seniority arrangement better patterned to the operations and production requirements of the companies involved while not seriously affecting the fundamental seniority rights of deserving employees.

The other two members of the panel felt that the subject had been quite thoroughly covered and deferred commenting with a view to expediting the question period which the audience was anxiously awaiting. It is quite impossible to itemize the diverse and interesting questions which were asked and ably answered by the panel members. Many of these questions developed differences of opinion among the panel members and resulted in spirited discussion. In addition to the benefits of the information which the spectators obtained, they greatly enjoyed the spirit and fullness of the discussions by the panel members.

Although most of the questions dealt directly with industrial relations, there were many submitted on troublesome problems of law and its interpretation, all of which the panel handled with exceptional skill. Among these was one inquiring whether the recent Congressional statute which freed employers from paying overtime-on-overtime under the Fair Labor Standards Act, applied equally to the Walsh-Healey Public Contract Act, since the latter Act was not specifically revised or amended. In reply to this question, another panel member, Mr. Richard F. Berry, Secretary of the American Hardware Corporation, New Britain, stated that he had received a



written opinion from the Regional Office of the Wage and Hour Administrator to the effect that although the statute did not specifically refer to the Walsh-Healey Act, the policy of the Administrator would be to apply the same rules of interpretation and administration under that Act and in a manner similar to the rules and interpretations he had issued in respect to the Fair Labor Standards Act. It appeared that this question had arisen in the minds of many employers and the answer relieved them of considerable anxiety.

Warren L. Mottram, Manager of Industrial Relations of the R. Wallace & Sons Manufacturing Company, Wallingford, called upon his experience as a member of the State Board of Mediation and Arbitration to answer

many troublesome questions dealing with proper procedure and attitudes in connection with mediation and arbitration. He stressed the importance of a thorough preparation of any case before it is presented to an arbitrator and commented upon the comparative advantages and disadvantages of a panel of arbitrators as contrasted with a single arbitrator.

In addition to those answers to many specific problems which could be answered by a definite statement, the various viewpoints expressed by the panel members, all of whom freely participated in the discussion of controversial questions, furnished those who were fortunate enough to attend with constructive thoughts and ideas for practical use in everyday industrial relations.

## Occupational Health Clinic



**M**R. G. R. FUGAL, Director of Personnel, General Electric Company, Bridgeport, and panel chairman, in discussing the need for industrial health programs in industry, stated:

"For the year 1948 the National Safety Council has estimated a cost to industry of \$325,000,000 for medical and compensation payments alone due to industrial illness and accidents. This loss is figured only in terms of dollars and cents. It does not include the indirect costs and the so-called 'unpaid costs' of doing business, which are the anguish, physical pain and emotional heartache which comes not only to the employees but to the competent, sensitive management as well. Mere dollars never can and never will pay these losses."

Mr. Fugal strongly recommended that the smaller plants investigate the value of an expanded nursing service, under adequate orders of a consultant physician; since it has definitely been proven that this expense is generally more than offset by reductions in workmen's compensation costs.

He went on to say that small plants regardless of size can do an excellent and inexpensive job providing this service. A group of small companies who feel the need of a comprehensive industrial medical program, but who individually could not afford such a program on a full-time basis can organize a group medical service and engage the services of a doctor who will devote a full week to all the companies.

In his closing remarks, Mr. Fugal said, "It is a tragedy when areas of human relationship which should be closed to conflict are turned into arenas of controversy and compulsion—if the means and the knowledge for avoiding it are available. In the field of industrial health, I have pointed out that the knowledge is available for reducing the industrial and the social cost of human suffering. Industrial physicians know how to raise the level of employer-employee relationships and how to heighten the dignity of the workers and their devotion to the American system of opportunity."

In discussing what constitutes a good industrial health program, Dr. J. E. Canby, Medical Director of Niles-Bement-Pond, West Hartford, pointed out that in order to be effective the program must have the following defin-

ite objectives: First, the proper job placement of a new employee; second, the improvement and maintenance of the health, safety, and efficiency of those already employed; third, the education of the worker in accident prevention, health and personal hygiene matters; and fourth, the reduction of lost time from illness and injury.

"To attain these objectives," Dr. Canby said, "a company must have either full-time or part-time medical services. These services must be clearly defined and well organized. In a small plant this service may be only a part-time nurse working under the direct orders of a doctor. The doctor also may be on a part-time basis and is usually the one who examines prospective employees and takes care of any plant injuries on an on-call basis." He added, "Some large plants have elaborate medical departments but are still judged on the results obtained and not on the number of doctors and nurses employed."

In summarizing, Dr. Canby stated that an industrial health program is "good", regardless of size, if it accomplishes the following points: (1) reduces absenteeism from injury and illness, (2) improves and maintains the health of the employees, (3) reduces the frequency and severity of injuries, and (4) places new employees on jobs for which they are physically and mentally fitted.

Dr. Crit Pharris, Assistant Medical Director of United Aircraft, East Hartford, said that from a dollars and cents viewpoint health programs in industrial plants do pay. "With an organized health and safety program, you ought to be able to save over 20 per cent of the money that injuries and illnesses now cost you. For an average plant of 150, that amounts to a saving of over \$7,000 per year. So it makes sense to spend money for such a program," Dr. Pharris said.

Using the Connecticut State Department of Labor figures, Dr. Pharris found the costs to employers of work injuries in Connecticut during 1947 totalled \$45,130,782. Department of Labor figures for industrial employment averaged about 771,000 during 1947. From these two figures, he arrived at a cost of \$58.53 per employee person per year for job-connected injuries. If all plants shared equally in this cost, a plant of 150 could expect to contribute  $150 \times \$58.53$  or \$8,779.50 annually. That figure does not include economic losses suffered by the work-

but solely those by the employer. Non-industrial illnesses will cost this company about \$22,356 per year, making a total of \$31,135.50.

According to Dr. Pharris, this company after four years under an industrial health plan would save \$10,386.05 per year because of reduced sickness and accidents. He added, "If the costs amount to \$31,135.50 without a program and the savings because of a program amount to \$10,386.05 per year, we shall have to subtract from these savings the cost of the program or \$3,000. Doing this, we show a net profit to a company of 150 in a year of \$7,386.05, about 23.7 per cent of the cost of \$31,135.50. Furthermore,

we can confidently predict further savings as the service is applied through successive years."

Dr. Pharris pointed out that these are definite benefits to which dollars and cents values may be easily assigned, but there are many other returns for which definite financial equivalents cannot so easily be assigned: 1. It helps stabilize the labor force. 2. It enables the worker to produce more by properly fitting the worker to the job and by improving health standards. 3. It prevents litigation. 4. It contributes to a sense of security among employees and promotes a feeling of good will toward the management.

## Employee and Community Relations Clinic

THE Employee and Community Relations Clinic was specifically planned to focus attention not only upon the urgent need for management to explain the operation of our economic system to employees and community leaders but also to outline in detail some of the tested methods used by certain large and medium size corporations which may be readily adapted by other companies regardless of size.

After a brief introduction of the Chairman, Millard C. Faught, business management counselor of New York, by Herman R. Giese, vice president of Sargent & Company, New Haven, and chairman of the Association's Advisory Committee on Public Information, Mr. Giese turned the meeting over to Mr. Faught who ably pointed up the many reasons why the need for widespread economic education of employees and opinion moulders was so urgent, and later introduced other members of the panel.

Epitomizing our free economy as Horatio Alger, he asked the question, "Who Killed Horatio Alger?" Among the alarming proofs of the need for management to "get on with the job, and fast" of telling and selling the facts of our economy in terms of their respective business operations, the principal ones cited by Mr. Faught were:

1. When Horatio Alger was the hero of every American boy, as he struggled honestly toward a position of leadership in the business world, a

person was highly respected who became president or general manager or superintendent of a company, but now all too frequently he is suspected of ulterior motives and of conniving to make himself richer at the expense of those working under his supervision.

2. Once credited as qualities which helped the rapid progress of our country, the terms "rugged individualism" and "pioneering" are now associated with the bad men of the movies and brought into disrepute by those who spread propaganda for statism.

3. Risk taking with the prospect of making a profit is talked down by many seekers of the welfare state as a slightly illegal practice, while seeking security on someone else's payroll is set up as a wiser incentive. This thinking has progressed to the point where 41 out of 100 Americans would rather look to government for jobs and security than to private employment.

4. Despite our high-living standards and the freedoms we enjoy almost beyond comparison with any other country, the polls reveal that more people in this country would prefer to work for government than in socialist Great Britain.

5. Because our system has now become so complicated and we are a nation of specialists, our free enterprise system is actually dying from ignorance of how our economy works.

6. All the ideas of those between 20 and 35 years of age, or over one-third of our adult population, have

been formed during a period when it was a fashion for political leaders to tear down and belittle the concepts of democratic government, private property and social and economic freedoms which built the sturdy foundations of the nation, and to substitute sugar-coated advantages to be gained in all-round security by permitting government to take over the responsibilities of the individual.

7. Economic freedom, now under the greatest attack, is the key to all other freedoms and without it all others will be lost because of their dependency upon it.

### E. S. Bowerfind

MR. E. S. BOWERFIND, Director of Public Relations, Republic Steel Corporation, Cleveland, began unfolding the techniques of economic education by a discussion of the employee and community relations activities of his company and by defining the terms "free enterprise" and "public relations."

"Free enterprise," he said, "is a system of individual opportunity." He defined public relations as "good neighborliness." He stated that whether a company is large or small, it cannot have good public relations unless it is a good neighbor, in the community, in the state, or in the nation.

"You can't have good public relations unless you practice it," Mr. Bowerfind warned. "You can't hire someone to get you good public relations. Either the head of your company really believes that it is important, or you get no place. If you want good results you have to believe it is important. It ranks with production, selling and accounting. It is worthy of the care of the very head of the house."





THE HEAD TABLE at dinner at the Yale Dining Hall. Left to right: L. M. Bingham, Robert B. Davis, F. M. Daley, John C. Cairns, Edward Ingraham, Sydney A. Finer, Ralph A. Powers, Morgan Parker, John Coolidge, A. V. Bodine, Governor Bowles, President Purtell, Arthur H. Motley, F. R. Hoadley, Rev. James Wills Lenhart, G. R. Giese, Allerton F. Brooks, C. R. Burt, Alfred C. Fuller, Amor P. Smith, E. B. Shaw, David P. Mitchell and Norris W. Ford.

The next important thing is to tell people about it. Don't keep it a secret. Don't be modest. Tell everybody what you have done. "Practice it and tell them," he said.

He pointed out that there is a mass of good public relations material available for companies to use—fine printed material and even motion pictures. He cautioned manufacturers not to say that they can't have good public relations because they do not have the money.

"Even a mimeographed employee publication will tell the story," he said. "A publication that does not tell the company's story is a total loss, no matter how much money is spent. It is worthwhile to tell employees about company activities, operations and profits. It makes for better employees."

Mr. Bowerfind recommended the use of presidents' letters which do not "mince any words." They should contain good Americanism, and give management's side of problems. "Any company which does not have a method of communicating with employees should launch one."

He described the "Freedom Forums" held at Harding College, Searcy, Arkansas. The Forums are attended by representatives of companies from all

over the U. S. They comprise a week of serious, dynamic discussions of the free enterprise system. Following the first Forum, 37 different companies started some kind of program of community and employee education. Republic Steel was one. That company started a program of supervisors education, taking care of 4,500 supervisors.

#### Walter H. Koehn, Jr.

Walter H. Koehn, Jr., Public Relations Consultant, of New York, described the open house program which he directed in the New Haven area recently. The A. C. Gilbert Company, The New Haven Dairy and the United Illuminating Company cooperated in arranging plant tours for 300 senior high school students. The purpose of the tours was to show what industry in New Haven is doing, how it works constantly to benefit all segments of the community, and to demonstrate the breakdown of the average income dollar.

This New Haven activity was brought about as a result of an opinion survey conducted by Opinion Research, Princeton, New Jersey, under the sponsorship of the Manufacturers Association of New Haven County. Mr.

Koehn stated that the survey was designed to show what New Haven residents know or think about the industry in the area. Because the results were "rather shocking," the Second National Bank in New Haven stimulated the open house program.

Joseph C. Bevis, President of Opinion Research, demonstrated by the use of colorful charts that in communities where active open house or other community relations projects have been held, opinion survey revealed that a majority of the residents who had participated in the programs were impressed by industry's story and retained much of the factual information gleaned during the open house tours.

Busses transported students to the New Haven plants, and trained guides from Yale Divinity School conducted the groups through the plants. The students witnessed actual operations at each plant and were given varied economic information about the cost of equipment, the average company investment per employee, and company profits. The final phase of each tour was a talk by a plant executive who explained the breakdown of the company's income dollar, using visual means. Next an employee representative or union officer talked to the students.

dents, telling generally the advantages of working for the company, and outlining employee benefits provided by the company. Mr. Koehn reported that union leaders cooperated readily in the program.

In each instance management demonstrated to the students what the company means to the community—local business, local taxes, local prosperity by way of dividends, and wages. As an example of the type of demonstration which generally prevailed at each of the plants visited, Mr. Harry White of the New Haven Dairy repeated for the panel audience the dramatic exhibit he had prepared for the students of the breakdown of that company's income dollar. He used a

quart of milk to represent \$1.00, pouring out proportionate shares to represent the parts of that \$1.00 which go to the farmer, employees, for operating expenses, expansion, dividends, taxes and profits.

Mr. Koehn stated that the Second National Bank is now cooperating with six new corporations in the planning of a similar program.

#### Rev. Dale D. Dutton

Rev. Dale D. Dutton, Vice President in Charge of Christian Relations at the Bristol Manufacturing Corp., Bristol, Rhode Island, outlined the activities of that company in the field of human relations. He urged management to participate to the fullest ex-

tent in community projects aimed at helping people who need help.

He urged manufacturers to exert every effort to put across a program for "human uplifting and understanding," and warned that the best of techniques in economic education will not retain our freedoms until management wins the hearts of men by their widely recognized good deeds.

"People are distressed all over the world," he said. There is an all-over feeling of confusion, with people wondering "how much worse can it get." He takes the attitude, he said, that it is "wonderful to be here now that the challenge has been presented to work toward saving the life and structure of America from Communistic forces."

## ADDRESS OF WELCOME\*

By His Excellency, CHESTER BOWLES, Governor of Connecticut, at Evening Session

IT WAS a very real privilege to be asked to come here tonight to open this evening meeting of the Manufacturers Association. I know you are looking forward as I am to hearing Mr. Arthur Motley, whom I had the pleasure of meeting tonight for the first time. My own remarks will be relatively brief.

I know that we are all concerned with the future health of our American economy. I know that we all share, here in this room, the same determination to make it work through every democratic means on a constantly expanding basis. A healthy American economy has been a matter of great importance to us down through the generations as a question of our security, our comfort, our happiness and our attitudes towards one another. You will agree that in this tense and uneasy world in which we live the health of the American economy is of tremendous importance.

I don't think there can be any disagreement when I say that the existence of democracy throughout the world will depend on our ability to make America expand and produce as a part of this great and growing world of ours. The men in the Politburo have been betting on American economic difficulties and collapse for many years. They know the effect of a severe economic upsurge in America on all of



GOVERNOR CHESTER BOWLES addresses the evening session at Woolsey Hall.

the democratic peoples of the world, who so far, with great courage, have counteracted Communist expansion. They understand the impact of an American depression on our own country. They know how it would separate our people. They know the bitterness it would bring. They know and understand the kind of discontent that would flourish in that kind of atmosphere.

There is no question but that if the American economy gets into difficulties in the future it will be the signal on the part of the leaders of the Soviet Union for a very broad renewal of

their expansionist program, which can lead to war.

We can all agree that this American economy, the private enterprise system, has given more people a higher standard of living than any other program on earth. Our problem has been that on occasion we have had, to put it mildly, our economic ups and downs. The challenge of the future is to maintain full production, full employment and an ever-rising standard of living on the American basis. We can make important strides forward if we can learn how to make full use of our resources so that full production and full employment can be maintained with a minimum of interruptions.

We are going to have some disagreements, and there are going to be some serious issues. I could very readily pick arguments on such subjects as river valley developments, Social Security, power developments, labor legislation, and a great many subjects that affect all of us. In my opinion those disagreements are extremely healthy. But I sometimes wonder if we don't concentrate a little too hard on disagreements without enough consideration to some of the vast areas of agreement on which we could be working together.

Let me take just a few examples—there are a great many. Let's take our federal, state and local tax systems. Let's talk about our federal tax system. The whole federal tax structure needs a thorough overhauling. It hasn't had an overhauling for a great many years.

\* Highlights of address taken from stenographic notes.

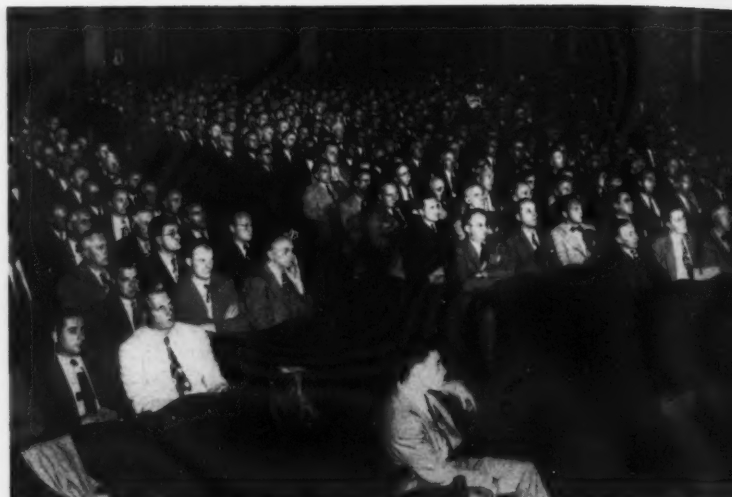
We have accumulated tax upon tax until we have a top heavy tax structure which tends to check the flow of risk capital. Instead of encouraging business expansion and consumption, in too many areas our taxes have had exactly the opposite effect.

I think it is very clear to anyone who takes the trouble to study it that the excise taxes, many of those imposed during the early years of the war, were for the express reason that we should cut down on consumption of some materials that were considered in war time as less essential. Those taxes are still in existence today and are still doing exactly what they were put in effect to do—hold down consumption. Your transportation and passenger travel taxes on railroads, which increased freight costs, increased cost of travel, were apparently levied for the same reason—to cut down everything that wasn't essential. There are some of us who worked to get those taxes removed late in July and early in August. I thought for a while we would succeed. We failed. That is a battle we should take up and continue. Those taxes hit Connecticut industry very hard in many areas.

The tariff on copper, I understand, has a fair chance of passing the Senate. It doesn't make any sense. I hope that something can be done to check that. It is a bad tax. It would add sharply to the cost of one of our very important industries, the brass industry.

I don't like the way we handle our depreciation on machine tools. As you know, it takes fifteen to twenty years to depreciate machine tools, in spite of the fact that everybody will agree that the one thing we need most is greater efficiency, increased production and greater output. Connecticut is one of the basic centers of the machine tool industry in this country. The ability to depreciate machine tools rapidly would, of course, be a tremendous boon to the industry in Connecticut.

There is also the question of double taxation on dividends—another example of a tax system which, to me, has never made very good sense. It hits small business and new business just starting out. I started my business just twenty years ago. I think I know some of the penalties in a small business because they were hurdles I had to get over. They are just as great today as they were then. It seems to me that in this area there is a very important field in which people must work to-



YALE'S WOOLSEY HALL was well filled with Association member executives at evening session.

gether, and if we do, we are going to get some things done.

I believe the atmosphere is extremely favorable to a great deal of action on this subject when Congress meets again after the first of the year. I believe we will see a complete review of our whole tax system. I would like to work with you in every possible conceivable way to bring about some of the tax changes mentioned tonight.

Another way in which I am anxious to work together with you is on the recession which has hit New England. In July, when the picture did not look good, it occurred to me that there was a great deal of army, navy, air force and treasury department procurement which was going to areas all over the country, and which could put people back to work. I don't think that you and I like the fact that today, to a large extent, the American economy is dependent upon government orders. It is not healthy to think that we were bailed out of the depression of 1939 by war. . . .

One of the most exciting statistics about America is that ever since the Civil War each generation has doubled American output of goods and services. That can only mean that if we do only as well as our fathers and grandfathers before us, 400 billion dollars worth of goods a year at present prices will be produced in 1969. That reflects the use of intelligence and good judgment which means an expanding standard of living for people all over the world. It will prove to everyone the stability of American business. It will mean

that we are here to stay. That our system is here to stay. The result will mean an expanding standard of living. It gets back to what we do in making that system of ours work on an expanding basis—a dynamic basis.

New England and Connecticut industrialists have offered leadership America and the world in the fields of commerce and industry. The Connecticut Manufacturers Association played a very big part in the past in the development of techniques which have served to increase production and bring higher living standards to people everywhere.

We in Connecticut—we in New England—have an important task before us. For generations we have led the world in commerce and industry. In the generations to come we can continue to set the pace, if only we use our intelligence, our courage and our good judgment.

I have no use for the economic fatalists. I believe that ours is an expanding economy with increased opportunities for all of us. I believe we will continue to move ahead towards our goals of increased opportunity, freedom and security for all our people.

The record of Connecticut manufacturers is a long and enviable one and I am confident that you will continue to play an increasing part in the development of a world of prosperity, peace and understanding.

# The President's Report\*

By W. A. PURTELL, at the Evening Session

**D**UTY and tradition requires that at this time in the program your President render a report of your Association's activities and give an account of his stewardship. The brevity of my report is no adequate measure of the magnitude of the Association's accomplishments but rather of the excellence of the work of our staff in keeping the membership regularly and fully informed of our activities.

I have much enjoyed the opportunity given me last December by your Board of Directors to serve you as your President. It has been good to serve even though some of the roads have been rocky at times.

## Membership and Finances

Your continued support is of itself a good indication of both your familiarity with Association practices and policy and your approval of our activities. The Association is soundly financed and again during the current fiscal year income will exceed expenses. However, this trend may be reversed in the 1949-50 period as Association dues are based on employment and we all know that the number of persons employed in industry in Connecticut has dropped appreciably during this calendar year.

Such resignations as we have received have been attributable almost entirely to companies going out of business or being absorbed by other manufacturers. Only a relatively few have been due to inability to pay. Present indications are that new members will at least offset any losses that we may sustain this year.

We continue to stress the importance of industry acting as a unit in the promotion of its interests and the welfare of the state.

## Individual Services

I hope our Association never grows so large that it is unable to interest itself actively in the individual problems of its members. To my mind, this is one of our most important functions. The larger manufacturers generally have experts in every field but even

\* With minor descriptive portions deleted for lack of space.



PRESIDENT PURTELL conducts the business meeting at the afternoon session.

they are often glad to consult with our staff members. But the medium-size and small companies often lack expert advice within their own organizations and it is here that we have a special opportunity for service.

## Federal Legislation

As you know, your Association has kept you currently advised concerning the status of federal legislation, affecting or likely to affect your business, through our weekly "Connecticut's Observer in Washington" news letter and through our weekly "Congressional Digest" mailed Thursday of each week when there are any new developments to report.

Beyond urging you to communicate your views to Connecticut's congressmen and senators and to the members of our legislative committees dealing with legislation pertinent to industry, staff members communicate the Association's viewpoint to our delegation in Washington.

## State Legislation

Since the State Legislation Report was mailed to you sometime ago, I shall not here discuss our efforts on

behalf of the people of the state who depend so overwhelmingly upon industry for their economic well-being.

However, I can assure you, without qualification or exaggeration, that industry's viewpoint, obtained through consultation with our various committees, is presented forcibly and understandably to the members of the Legislature, not only by the Association's staff but also by representatives of member companies.

## Foreign Trade

Due to the increased complexity of doing business in foreign markets, the shortage of American dollars by importing countries and tighter export controls of the United States, your Association's Foreign Trade Committee and its staff have been called upon to service more than the usual number of inquiries of an involved nature.

In addition to its translation service, our Export Department has been continuing an educational campaign started last year in which the ABC's of exporting are explained in a series of short articles in CONNECTICUT INDUSTRY written by an expert in that field.

Our Foreign Trade Committee is always glad to give advice on the individual problems of our members at the conclusion of its regular monthly meetings.

## Transportation

During the past year industrialists have continued to be plagued by increases in the cost of both railroad and motor truck transportation. Proposals now pending, dealing with a new scale of rates for less-than-carload traffic and for increased charges on pick-up and delivery service, may result in some further advances, but otherwise it appears that the peak has been reached for the foreseeable future.

We shall continue to press for the elimination of the federal transportation taxes which were initiated during the war and now serve only as a burden to full distribution.

The advice and counsel of our Traffic Committee are of great importance to our membership.

## Public Relations

Through our monthly magazine, now in its 27th year of publication, many of you have been given an opportunity to publicize some of your own developments among your fellow manufacturers in Connecticut as well as to acquaint thousands of others in and out of industry with your contributions to the well-being of your respective communities, the state and nation. Through its news columns, departments, articles and advertisements all of you have had the opportunity of enriching your knowledge about industrial developments, practices, services and nearby sources of supply. To give you this information, while at the same time advertising the activities of the Association to a large group of opinion moulders each month—all at a nominal budgetary cost of \$6,000 annually—there is being currently raised approximately \$2,300 per month, or nearly \$28,000 per year of income from advertising of one type or another in CONNECTICUT INDUSTRY, most of which comes from non-member companies. . . .

## Industrial Relations and Occupational Health

Our Industrial Relations Committee meets monthly in order to exchange views and in an attempt to discover answers to the diversified problems constantly arising in this field. Their suggested solutions are frequently passed along to members in our Industrial Relations Releases.

While the Occupational Health Council meets less frequently, upon call of the chairman, its efforts to induce improved practices that will be beneficial to the health, safety and morale of workers continue to make a noteworthy contribution to the industrial and social welfare of the state.

It would be unfair to tax your time with complete enumeration of the various worthwhile activities of your Association. Sufficient to say here that the work of the various committees consisting of almost one hundred of our members and our staff of seventeen has been outstanding. I take this opportunity on behalf of the members to thank these committees and the staff.

## Management's Most Important Job

And now, I trust you will allow me the privilege for a few brief minutes, as an individual, to discuss the question—What is industrial management's

most important job? That is a sixty-four dollar question and my answer to it may not be the same as yours. However, if my statement accomplishes no more than to encourage more detailed discussion at the community level, which may lead to increased activity in the right direction, the few minutes I shall use of your time will not have been wasted.

I, and an ever-growing number of men, occupying far more important positions in industry than I, believe the most important job of industrial management today is "to create among all Americans an understanding of, and a crusading zeal to expand and improve, our free enterprise economy and all of the freedoms which are made possible alone through its continued operation." How can this be done?

Well, in a few words, it can be done only by demonstrating and explaining beyond any shadow of doubt to all employees in industry and business, and through them to the majority of the people of our respective home towns, that individual free enterprise has and always will produce more of the good things of life than tyranny however it may be dressed up in fancy clothes, such as Fascism, Communism, Socialism, or as a welfare state.

One may ask—why the necessity of industrial management to do this? One must indeed be naïve not to understand that management is the whipping boy, the convenient goat upon which to lay the blame for most of the ills of society—real or imagined. For those wishing to destroy our system of society, the attack upon management is the most convenient and, apparently, the easiest approach.

The teaching, the cultivating of a spirit of class bitterness, yes, even class hatred and class suspicion, is popular in too many quarters. In the created antagonism between capital and labor, capital is represented as being management. Communists have long recognized that the teaching of class hatred is the first step toward power. Political opportunists are conscious of the numerical superiority of the labor segment of our society, and, to curry voting favor, exhibit little reluctance toward nurturing so-called class consciousness. Power hungry men or misguided would-be samaritans or philanthropists seem to find an easy and quick explanation for the existence of iniquities and inequalities by pointing them out as being the result of management's action. The faults of our system of competitive capitalism are em-

phasized—its overwhelming virtues ignored. The philosophy that government, and government alone, can create and bring about social and economic Utopia is too prevalent. How seldom do we find uttered the truth that for all to enjoy more wealth, more wealth must be created, and that wealth is not created by the government. The government, at best, can only be the distributor of wealth and the consumer of much of it in its distribution.

I have great faith in our American people. I have no fear of a decision the masses of our citizens make when in possession of all the facts to make a decision, but I do feel that, unfortunately, their knowledge of our system of economy is far too limited. I also feel that management has unconsciously aided those opposed to it by an almost complete engrossment in the multitudinous duties imposed upon it in its job of business management. We in management must tell the story of the accomplishments of our revolutionary new method of progress—our American way of life which has been so busy with its performance for the short period of 174 years that those of us who have played and are playing important parts in it have overlooked the explanatory dialogue. We have been, in effect, playing in a silent movie without even the occasional explanatory statement "dubbed in" so that the minds of the audience might to some extent, be informed as to the meaning of the action. Lacking in explanation, our audience either accepts the misleading explanations of our critics and detractors or remains bewildered in a sea of uncertainty.

We in management must, as a duty to our citizenry, take every opportunity and every proper means available to create a better understanding of our economic structure and management's necessary function therein.

We must make aware to others, particularly our workers, the danger to them of the trend toward dependence upon government for their economic welfare and security. In doing so, no high sounding platitudes about the glories of American freedom or the Constitution or Bill of Rights will make crusaders for our cherished mode of living. Only a clear-cut explanation of where the dollars come from to create jobs, how they are fairly spent and a sincere demonstration of management's efforts to expand and stabilize

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# Use It or Lose It

By ARTHUR H. (Red) MOTLEY, *President, Parade Publication, Inc., New York, at the Evening Session.*

How do you find things? I have to admit I find things just the same. The rules of the game in business, politics, etc. haven't changed a bit. People still live, create, progress, the same way they always did. It doesn't make any difference how many \$50 words or new phrases have entered the lexicon of our economy, we still get there, still prove something, the same way we always did. Every compromise, every shortcut, every seemingly new idea, does not survive the test of time.

The Governor spoke true when he said it was tragic that we had to have a world war to bail us out of a depression. That wouldn't have happened if you and I and every other man and woman, regardless of his position in life, had said to himself honestly: "How did my father do this?" There haven't been any new rules written since they brought those ten down out of the mountain, and there aren't going to be any new rules.

We are enamored of figures. Figures are not important. Why should anybody be disturbed because our national income has gone down from its all-time peak and is now \$210 billion? What's wrong with \$210 billion? People are concerned because a year ago we had over 60 million jobs. This year we have a little less than 60 million jobs. What's wrong with that number of jobs? Figures are not important except as we relate them to the past, and present-day figures compared to past figures are very impressive.

You have a job to do in New Britain, Waterbury and Meriden. Go and do it. Go and do it the way your father and grandfather did it. Keep your eye on the ball. Don't listen to the brass hats. They are frequently wrong. A lot of them said that it would be 1951 before we could fill the demand for certain items. They said, "Don't get ready for what's ahead. Don't hire salesmen—it's a sellers' market for at least eighteen months." Bang, there is no sellers' market any more. Don't think the brass hats are the only ones



ARTHUR H. MOTLEY

that are wrong. Forty-two economists in 1945 stated that the price of food would go up 6% more. How wrong can you be and still be an economist?

Don't be impressed by these things. Don't let them take you up on the heights. Don't let them put you in a storm cellar when it is right on your own Main Street.

Keep cool when you view the market, and don't freeze up solid, so that all of a sudden, bang, production goes down.

About labor negotiations. I am an employer now, but I held a union card once. The same advice applies here, too. Keep cool, don't freeze. Don't get me wrong—the advice I am giving you I have also given to members of the C. I. O.

Our business is a great business for surveys. And brother, business has really gone in for surveys. You hire men to make surveys, and when you get the results of the surveys you don't do much about them. I don't mind your having surveys, but the only thing I wish is that you would do something about them.

We were told during the war, and it has been proved since then that we are a mass market. I went all over America preaching post-war planning.

We set up courses, ran surveys, getting ready for a mass market. We were getting ready for a market in which more people would be ready to buy more than ever in our history. The boys who got ready did all right. It is no accident that General Foods is doing very well because they believed in the future of America. They not only stood up and sang the Star Spangled Banner, they not only revered the flag, not only endorsed the idea of post war planning, they believed in it. They did something about it.

Their sales manager told me about their plans—how they were going to double the number of men they had calling on retail grocers, how they were increasing their advertising budget, how they were decentralizing their operations—going back to the system of putting a man, say in Battle Creek, and telling him, "That's your show, do something about it." They had the biggest year in their history last year because they believed that we are a great country, that we have a great future—and more important, they did something about it.

Another company is not doing so well. They, too, sat in at meetings, even as you and I. They, too, said "We have to do things," but they didn't do them, and when the rug was pulled out from under the sellers' market, they did not know where to go. It is a very simple story. I am not here to master mind anything. I am here to sell you a simple idea if I can.

The British are in Washington. Not to burn down the capital. Why are they here? Are they here because they are our friends and loyal allies? No. They are here because years and years back they stood at the crossroads where now stands American business and American labor. They made a decision. It wasn't made by the government. It was made by all of the manufacturers in Britain, large and small groups in a territory or area. They decided that rather than face the hard, cold facts of competition, "we will fix this thing up" so that nobody gets hurt, nobody fails. Step-by-step-by-step they worked them-

(Continued on page 27)

This is an abbreviated version of Mr. Motley's talk, taken from stenographic notes.



**PRODUCT DIVERSIFICATION** is important to Lynch Brothers. Shown here is an aluminum sustenance kit, an abandon ship ration container, various wire formed products for broilers, dish washers, heaters and roasters, pilot lighters, propane gas fittings, oil filters and screw machine products.



THIS MACHINE tests the tensile strength of a weld.

## Things Are Booming in Pine Meadow

A TOP-NOTCH illustration of the parallel between industrial activity and the state of economic health of a community—any community, lies in the story of Lynch Brothers, Inc., located in the small village of Pine Meadow, in the township of New Hartford.

Since 1939, when the three Lynch brothers, Walter, Robert and Thomas, moved their sheet metal and machine shop from Hartford to the Chapin-Stevens plant in Pine Meadow, the zealous, well-planned development of the firm has been reflected in the very pulse of the small village.

The company's aggressive management has consistently introduced new lines, new and better methods, and developed bigger distribution outlets. Today, after ten years in the community, the company has grown to be its largest industry, has nearly tripled the employment opportunity for local residents, and has generally contributed mightily to the economic well-being of Pine Meadow.

The firm's latest stride toward greatness, the construction of a new 20,000 foot addition to the plant, and the installation of the most modern type of welding, heat treating and laboratory testing equipment, is certainly in line

with its policy of keeping pace with modern consumer demands.

Extensive contracts from government agencies calling for the fabrication of aluminum ration boxes for the U. S. Air Force, stainless steel abandon ship ration cans for the Navy, stainless steel and aluminum items for the ordnance department, and a large subcontract for steel frames for low pressure molded bread carrying baskets for the Quartermaster Corps., creates a bright, prosperous future for Lynch Brothers, Inc. and Pine Meadow.

The company was first formed in Hartford in 1933 as a partnership. The brothers operated a sheet metal and machine shop and made, among other items, liquified petroleum products. During World War II the company's activities were confined to the production of war materials, including oil filters and filter components for B-29 aircraft, components for bomb fuses, and general screw machine products.

By the beginning of 1946 they had expanded to approximately 40,000 square feet of manufacturing space. At that time it was decided to discontinue the partnership and form two corporations under the same management: Lynch Bros., Inc., and Lyn-Gas Co., Inc. The former corporation was to

THE PLANT IS EQUIPPED with its own painting room (left) and screw machine department (right).



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**IN THE NEW ADDITION** recently constructed by the company, this modern spot, seam, and projection high resistance welding equipment has been installed.

continue the manufacture of liquified petroleum products and other items of sheet metal, wire, etc. and Lyn-Gas was to distribute the bottled gas as well as sell all types of appliances to use with it to industrial, commercial and domestic users.

The corporation's president, Walter T. Lynch, attended Hartford Law School and Fordham University, and served as an engineer for the Connecticut Light and Power Company. Robert T. Lynch, who had had years of practical machine shop and tool room experience with Colt's Manufacturing Company, became secretary, and Thomas J. Lynch, a graduate of Trinity College, was made treasurer. Ernest J. Calza, who is a graduate of Polytechnic Institute, Milan, Italy, was made vice president and superintendent.

Lynch Bros., Inc. hold patents on filters widely used on gas push button lighters, produced in volume for the largest and most reputable manufacturers of gas ranges and other appliances. Their screw machine business is still an important part of their operation. Their equipment includes automatic machines of almost 3" capacity and which are not usually found in screw machine departments of even larger manufacturing firms.

Even before the start of this year they had a complete wire-forming department engaged in the production of screens for dish washing machines,

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**INDUCTION BRAZING** is one of Lynch Brothers newer operations.

**OVERSEAS PACKAGING AND SHIPPING** is handled here.



# TAX REFORM

## — Key to New Venture Capital?

By CHARLES H. SCHREYER

**EDITOR'S NOTE:** This article by Charles H. Schreyer, the Association's staff member in charge of our taxation department, points to some of the more promising of the recent developments in the field of federal income tax reform which affect the problem of stimulating new capital investment in industry.

**N**OTWITHSTANDING the fact that the pool of savings potentially available for business investments is at a very high level, during the past several years business enterprises have been experiencing increasing difficulty in financing necessary or desirable plant expansion through the traditionally American method of raising new capital funds by the sale of common stock. This widespread reluctance to accept the risks of equity investments has elicited the concern of many banking and industrial leaders.

There are a number of reasons for this unusual situation, most of which are beyond the scope of this article. However, almost everyone who has studied the problem agrees that perhaps its most dominant single factor is the present Federal tax structure, which is characterized by universally high tax rates which are rigged in such a way as almost to suggest the conclusion that they have been intentionally designed to discourage the investment of people's savings in venture capital.

Of course this is not true, but it is true that the combined impact of such elements in the present Federal tax structure as the heavy rates imposed on long-term capital gains, the double taxation on corporate dividends, first as income to the corporation and again as dividends to the stockholder, the unrealistic limitations on allowable depreciation, the heavy penalties imposed upon the retention of corporate earnings beyond rigid limitations, and the retention of burdensome emergency excise and transportation taxes, has certainly acted as a strong deterrent to the investment of new venture capital.

The present tax laws exert this pressure in two ways: first, they make the possibility of gain after taxes so risky as to turn investors away from stock



CHARLES H. SCHREYER

investment into more secure fields such as bonds and insurance; second, corporation managers in many instances find it more economical, in view of restrictive taxes on new venture capital, to raise needed funds in other ways such as by bank loans, bond issues, and the retention of earnings.

It is universally acknowledged that this condition is most unhealthy to a sound private enterprise system and urgently needs correction. It is not surprising, therefore, that in recent months a great number of specific remedies have been suggested. The most important of these are (1) a reform of tax policy with respect to depreciation to permit the more rapid amortization of business assets; (2) a reduction of the tax on long-term capital gains to 10% or, in the alternative, the adoption of a system which would permit individuals to average capital gains and losses over a number of years in order to determine taxable income; (3)

more liberal provisions for carrying business losses forward or backward to other years; (4) easing of the present restrictions on the retention of corporate earnings; (5) a reduction of the individual income tax, particularly in the higher brackets; (6) an elimination or drastic reduction in business excise and transportation taxes.

It is recognized that at a time like the present when the Federal Government is operating at a deficit, the great difficulty that confronts the adoption of almost any of these tax reforms is that compensating tax revenue must be found elsewhere, unless the Government should deliberately adopt the principle of deficit financing, which even the most radical are unwilling to espouse.

Therefore, more and more people are coming to believe that it is impossible to correct the situation by any specific remedy without thoroughly revising and overhauling the entire Federal tax structure so as to remove the present restrictions on the private enterprise system and at the same time make adequate provision for the raising of needed revenues.

Prominent among the men who have recently advocated such a general re-vamping of our tax structure is Thomas B. McCabe, Chairman of the Board of Governors of the Federal Reserve System. Last August at the request of a subcommittee of the Senate Committee on Banking and Currency, Mr. McCabe presented a personal statement in which he urged "a thorough review of the tax situation from the point of view of its effect, frequently inadvisable, upon the availability of equity capital."

Mr. McCabe's statement was generally approved by Representative Robert L. Doughton of North Carolina, Chairman of the all-important House Committee on Ways and Means, and by Senator Walter F. George of Georgia, Chairman of the Senate Finance Committee, and was referred

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THE CONNECTICUT PLASTILIGHT DISPLAY AT THE STAMFORD EXPOSITION.

## PLASTILIGHT MAKES PUBLIC DEBUT at STAMFORD EXPOSITION

ONE of the most attractive and popular exhibits at the Stamford exposition of Progress, recently held at Woodside Park, was the House of Plastilight. Here The Connecticut Plastilight Corporation illustrated how Plastilight could be used throughout the home for kitchen tables and counters, coffee tables, play tables, vanity tops and cornices, as well as attractive useful trays, tiles and coasters.

Plastilight is new to the residents of Stamford and Connecticut. Although the company has been located at 481 Canal Street for over three years, it has been quietly selling its sheets for table tops to the largest manufacturers of kitchen and restaurant furniture in the world. Now that an addition to the plant is nearing completion, showrooms and a retail store will enable the public to buy the large variety of new items now being introduced.

To those who wanted to know just what Plastilight was, the personnel of this exhibit replied, "Plastilight is that familiar surfacing material which has given such outstanding service on the tops of tables throughout the country. It is a plastic laminate that is sold in sheets and is spot-proof, "children-proof" and cannot even be injured by burning cigarettes.

A tour through the House of Plastilight might start with the kitchen where this decorative surfacing material in soft pastel colors is used on the tops of the counter, on the cabinet doors and drawers, as well as on the walls. The Plastilight bathroom has stunningly attractive pastel walls too.

The livingroom of the House of Plastilight was built for gracious living with wood grained Plastilight walls decorated with artistic plastic tiles and pictures. A stained and scratched coffee

table has a bright new walnut Plastilight top and on it are placed the entirely new Plastilight tray and coasters.

In the bedroom an attractive vanity illustrated another new use for Plastilight. Drapery material can be processed into a Plastilight sheet to make a vanity top and cornice to match the draperies and vanity skirt. These vanity tops will not break, stain or spot, and unlike glass, Plastilight is warm to the touch.

Throughout the entire exhibit the phrase, "You can do it yourself" was heard time and again. This is the first time that the home craftsmen have been able to obtain durable plastic sheets directly from the manufacturer to resurface their own tables, shelves, kitchen and playroom.

# The Connecticut Personnel Association

By E. D. GUNN, *Personnel Manager, The Sponge Rubber Products Company, Shelton*

THIS IS one of an intermittent series of articles about the history and objectives of a number of Connecticut organizations serving industry which have been published in CONNECTICUT INDUSTRY during the past year.

**A**MONG the management organizations in Connecticut, we have an association of men dealing with, what many industrialists have come to recognize as the "nerve center" of their business, the men and women in industry.

This group, known as the Connecticut Personnel Association has been organized since July of 1938.

The primary objectives of this organization are:

- (1) Furnishing a medium for the exchange of ideas and experiences among those handling personnel and industrial relations problems.

- (2) To promote the acquaintances of those directly engaged in such services.

The need for such a group was recognized in the late 1920's. It was during these years that the Bridgeport Employment Managers Association, the New Haven Employment Managers Association, and later the Meriden-Wallingford Association held inter-city meetings.

Finally in 1936 with the major part of our economic depression behind us, Jack Whittington the then Personnel Director of Shelton Looms became actively interested in the program. However, it was not until two years later,

through his continued efforts, that a small group agreed to seriously consider the project. A few personnel executives were approached, and because the interest was favorable the group scheduled a meeting at the Shelton Looms in Shelton, Connecticut on June 7, 1938. As a result of the enthusiasm shown at this first meeting, a second meeting was arranged and held at the Hotel Clark, in Derby. At this latter meeting 17 invited attended and unanimously agreed that a State organization, having definite aims and objectives, would be profitable and helpful to all eligible personnel executives, as well as to Connecticut industry in general.

Because of the conscientious effort and perseverance on the part of the members in the original group, permanent officers were elected; a constitution and by-laws enacted; programs arranged; prospective members contacted, and the name "Connecticut Personnel Association" was adopted. Thus was the new organization developed and started on its way.

From the initial group of 17 attending the first meeting the Connecticut Personnel Association has now grown to a membership of over 80 persons engaged in various phases of personnel work throughout the State.

During the war years the activities were somewhat restricted due to transportation and other problems. However, with the close of the war, the organization again began to function normally.

Aside from the value of personal contact gained from membership in this group, a real effort is made to provide programs of interest and educational value to all members.

With the Federal intervention in labor disputes a popular subject at this time, Major Charles T. Estes, special assistant to Cyrus S. Ching, Director of the Federal Mediation and Conciliation Service was presented at the most recent meeting held on September 21 in Wallingford.

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OFFICERS and Committee Chairmen of Connecticut Personnel Association (left to right)—Robert I. Metcalf, Chairman, Program and Project Committee, Personnel Director, Berger Bros. Co., New Haven; Warren L. Mottram, Vice President, Ind. Rel. Mgr., R. Wallace & Sons Mfg. Co., Wallingford; Earl D. Gunn, President, Personnel Manager, The Sponge Rubber Products Co., Shelton; Diedrich K. Willers, Past President, Asst. to Wks. Mgr., Winchester Repeating Arms, New Haven; Russell H. Hana-bury, Secretary, Personnel Supervisor, American Tube Bending Co., Inc., New Haven; Rudolph A. Myers, Treasurer, Lab. Supervisor, American Brass Co., Waterbury; J. Nelson Bridges, Chairman, Membership Committee and Employment Mgr. Scovill Mfg. Co., Waterbury, was absent when this photo was taken.

# REORGANIZATION: DO WE REALLY WANT IT?

By CHARLES B. COATES, *Vice Chairman, Citizens' Committee for the Hoover Report*

WITH A goodly portion of the Hoover Report already enacted into law, the future of the program has become a matter of national civic speculation. The question: "How much more of the Report will be enacted?" can only be answered by another question:

"How much of it does America really want?"

To date the conventional crystal balls have proved about as useful as a Boy Scout compass to an airline navigator. Again and again the commentators and prognosticators have been proved wrong in predictions which, for the most part, have been bearish.

Always the grounds for pessimism have been seemingly sound. To begin with, the historic odds are heavily against all reorganization plans. Moreover, less than a year ago the Hoover Commission Report was almost totally unknown even to the best informed of citizens. There was a reason for this. The Commission purposely pursued its labors in secrecy to preserve the impact of its findings for general public announcement.

So successful was this design that, in late 1948, the entire Report was practically written off in advance. At that time the odds were at least 10 to 1 in any part of Washington that the Hoover Commission, in terms of effective action, would follow all its predecessors down the road from Never Never Land to Nowhere.

## Report Acclaimed

But something happened. The Report, when it appeared, made headlines such as nothing so dull as a survey of government has ever produced before. Throughout America thoughtful citizens sat up and began to ask questions, make speeches, pass resolutions, form study groups, and above all, write letters to Congress. Newspapers put coupons and ballots on their front pages and ballots flowed in upon Washington by the thousands.

By mid-summer Congressmen reported that Hoover Report letters were consistently running first or second



CHARLES B. COATES

among all issues in most Congressional mailbags. And, when the Commission's official existence ended on June 12 an active bipartisan Citizens Committee stepped into the breach and took over.

In the history of all past reorganization attempts such events were unprecedented. Under the banner of the Citizens Committee there marched the top leaders of every major element in the national community—agriculture, business, education, labor, the professions, veterans' and womens' groups. Philip Murray and Henry Ford, II, for example, do not see eye to eye on all questions. Allen Kline of the Farm Grange, Earl Shreve of the United States Chamber of Commerce, and Cord Meyer of United World Federalists pursue generally dissimilar objectives. But government reorganization is one issue on which they can all agree. They and many others joined the Board of Directors of the Citizens Committee.

Rarely in peace-time has a civic movement enlisted such support. Party lines practically disappeared as leading statesmen of both faiths, in and out of government, proclaimed their belief in the Hoover Commission's program. Even incumbent bureaucrats were

openly favorable toward reorganization—or, at least, discreetly silent on the subject.

This was the peak of what might be called the "first phase"—the phase of "beautiful unanimity"—in the history of the Hoover Report. Under its impetus (and prodded, I must admit, by the Citizens Committee) a substantial section of the legislation implementing the Report went through at the first session of the 81st Congress.

This was more than the most ardent advocates of reorganization would have dared to dream a short six months before.

## The Second Phase

As the first phase faded, however, signs of the second phase began to appear. We can call this the "Yes—but" phase. Every bureaucrat is devoted to the principles of sound business administration, economy and efficiency. He believes whole-heartedly in government reorganization and feels that drastic changes should be made to eliminate overlapping, duplication, and waste in every agency and bureau BUT his own.

His own bureau, he is quite sincerely convinced, is just hunky-dory the way it is, and he will fight any change to the death. This is true of the Veterans' Administration, which takes four times as long to pay an insurance death claim as does a private company and uses four times as much manpower in the process. It is true of the Department of Agriculture, which on one occasion sent five different representatives of five different sub-divisions to give five different kinds of advice to a single farmer. It is true of the Bureau of Reclamation and the Corps of Engineers, who are known to have surveyed dam sites on the same river, half a mile apart, at a cost of \$250,000 per survey.

They all have friends in Congress, elsewhere in government, and throughout the country. The friends are often well organized and influential. Local business groups can easily be per-

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# The Export Order

By H. F. BEEBE

THIS IS the 12th in a series of articles on export procedure by a former chairman of the Association's Foreign Trade Committee and now a retired export authority who has spent a lifetime dealing with all procedures concerning foreign customers.

**W**HEN you receive an order for export shipment it is a good idea to make an entry in a book or on a card, of the name and address of the sender, date of the order, date received, brief mention of the products ordered and such other data that may appear desirable. Before actually entering the order there are several factors to consider. First, is it to the best interests of your company in the long run, to sell this firm?

The export sales manager must determine this. If you are already receiving a good volume of business from others in the territory this firm might be a retailer now buying from one of your customers and to sell him at best prices might result in price cutting and ultimate loss rather than gain in sales. This must be a matter of judgment on his part, based on the information he has and all he can get regarding the prospective customer and the probable effect on his business in the territory if he accepts the order. Of course if the order is from one of your regular customers, you have previously settled this point.

Second, assuming that you are willing to sell this firm, can you furnish the goods packed as directed, and in time to meet the shipping date requested? In this connection, if all your products are not stamped or otherwise indicate the country of origin, you will find out whether that is required, and whether you can comply with the regulations. If you have a copy of the Exporters Encyclopedia you will usually find there what is required.

Third, can you ship the goods to the country in question and if so are import or exchange permits required? The export department of the Manufacturers Association of Connecticut can give the latest information regarding such U. S. and foreign government requirements.

Fourth, if you fill the order and ship the goods, what about payment? This

is a problem for the credit department and the terms decided upon will probably, at this time, depend as much on the availability of dollars in that country as on the customer's own standing. Unless the order covered all these points to your satisfaction it is important to advise the customer promptly and receive his agreement before the order is accepted.

When satisfied that everything is in order, a common procedure is to make out an order ticket with several copies. One copy is attached to the original order with a copy of the acknowledgment in the live order file, another is held by the order department for follow-up, and a third for statistical purposes. Sometimes a copy is sent to the agent together with a copy of the acknowledgment. A copy of the letter is also sent to the collection department so it will have all the necessary data regarding collection, when the time comes.

When the factory reports to the order department that the goods are in the warehouse packed, marked, and ready for shipment, a notice is sent to the forwarder, giving him a memo of weights and measurements, value, consignee, marks, etc. The forwarder then arranges for space on the vessel and tells you when and where to deliver the goods.

You then send the forwarder a shipper's export declaration in quadruplicate, which he in turn submits to the U. S. customs for certification. One of these must be presented to the steamship company before a dock permit will be issued. It is necessary for the shipper to furnish the forwarder with a power of attorney to sign these declarations on his behalf.

The dock permit which is a permit issued by the steamship company is in effect permission to deliver the goods to the pier. This is usually given to the trucker to be presented when he delivers the goods, although it is some-



HERBERT F. BEEBE

times left at the dock office and the trucker merely given the permit number. Upon delivery of the goods the trucker receives a dock receipt which he turns over to the forwarder.

The forwarder then makes out a set of steamship bills of lading usually consisting of three negotiable and two non-negotiable copies. These he presents with the dock receipt to the steamship company where the negotiable copies are signed. For such countries as require them he then must make out consular invoices on whatever form and in whatever number they are required. Consular fees vary from the cost of the blanks to a percentage of the value of the goods.

Proper classifications of products is of the utmost importance. Consuls will usually permit you to refer to the regulations but will not advise you how to classify them. It is the practice of some to make out invoices in advance not dated, and send a copy to the forwarder when advising him that the goods are ready, as this gives him all the information he needs to prepare his documents.

Having made out your insurance certificates, you now have the documents necessary for collection; i.e. invoices, bills of lading, insurance certificates, consular invoice, and in some cases import and exchange permits. You may then add to your invoices or make up a statement adding the freight, insurance and any other charges, to arrive at the amount you wish to collect.

Some countries require special certifications as to correctness of the in-

voice, country of origin, values or goods in the U. S., etc. You are then ready to make up your draft and instruction sheet to the bank. This sheet enumerates the documents enclosed and instructions regarding protest collection charges, discounts and allowances, delivery of documents and action to be taken if the draft is not accepted or paid.

Finally a letter is sent to your customer enclosing an invoice and advising him as to the steamer on which you have shipped, plus any further data you deem advisable, your appreciation of the business, and so forth.

You cannot sit and criticize Phil Murray as he attempts to get the government to bail him out of a situation when you, yourself, on occasion have done the same thing. Don't misunderstand me. I can tell you categorically, on first hand knowledge, that Mr. Murray had no hand in the selection of the people on the Steel Committee. They were recommended to President Truman by one whom everybody respects. The decision arrived at surprised many people. The proposal may be an excellent one, but, again I say to you men that until you once more use real true collective bargaining, you cannot

achieve the proper relationship between price and cost. You are never going to have a free economy when a third party—government or arbiters—get in between the buyer and the seller. That's where it has to be done on a give and take basis.

You and I have a job to do. You and I have a job as individuals. That's the way your grandfather did it, and that's the way it can be done. If we do the job their way, if we are dynamic, independent and have plenty of initiative, the Russians and Communists haven't got a chance.

## Annual Meeting in Review

### "Use It or Lose It"

(Continued from page 19)

selves into a position where today the problem is that they can't compete.

Paul Hoffman said it might be that the British sales in the United States amount to 6/10 of 1% of our national income. All they would have to do is to sell us 2% of our national income and there wouldn't be any dollar crisis. Why can't they do it? Because for too long the manufacturers and the labor people have cooperated to fix prices, divide up markets, prop up the high-cost marginal producer—in short, do everything in the world except compete in the sense we use the word "competition".

The profits of British industry have been high—higher in fact than those of American industry, but the price they paid for this in freedom, both business and labor, in my opinion, was not worth it.

We make progress as we move ahead through failures. The greatest freedom in the world, and the most precious, is a freedom we don't hear mentioned in this country—the freedom to fail. Without it no other freedom in the world is worth a damn. The minute you and I, as businessmen, as individuals, no longer have freedom to fail, we are no longer free. Nobody can guarantee you anything. You take the high road and I'll take the low road, but the road that guarantees that nobody's going to fail is a philosophy which can only lead in one direction, and that is not in the direction of freedom.

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# NEWS FORUM

This department includes a digest of news and comment about Connecticut Industry of interest to management and others desiring to follow industrial news and trends.

**THE APPOINTMENT** of Dr. G. M. Calhoun as director of the technical department of Remington Arms Company, Inc., Bridgeport, has recently been announced by C. K. Davis, president and general manager.

Dr. Calhoun, who fills the vacancy caused by the death of G. O. Clifford, was formerly manager of the ammunition division of the technical department. A graduate of North Texas State College, he received his M.A. and Ph.D. degrees at Columbia University.

In 1937 he joined the technical department of the firm and served as a research chemist until May, 1941, when he was transferred to the production department. He has served the Remington managed plants in Denver and Lake City, Mo. He returned to Remington's Bridgeport plant in 1945 and in 1947 was named superintendent of research. A year later he was named manager of the company's ammunition division of the technical department.

★ ★ ★

**FOUR EMPLOYEES** of Rockbestos Products Corporation, New Haven, makers of permanently insulated wire and cable, were honored recently for long service with the company.

Harry Hammond, special sales representative, received a watch and pin

in recognition of his 25 years with Rockbestos. They were presented by Philip E. Carleton, president of the Hourglass Club, Rockbestos employee social organization.

Peter J. Gaul, a toolmaker, received his 15-year pin; Mrs. Sigrid Brown, an employee of the braid department, received her 10-year pin; and Mrs. Marion Hopkins, a stenographer, was awarded a five year pin, and joins the Hourglass Club, which is open for membership to all employees who have been with the company for five years or more.

★ ★ ★

**IGOR I. SIKORSKY**, pioneer designer of rotorcraft, recently observed the 10th anniversary of the first successful helicopter flight in the western hemisphere, made at the Stratford plant of the Sikorsky Aircraft Company.

The helicopter, having undergone many changes since that time, now is used for numerous purposes by the U. S. Army, Navy, Marine Corps, Coast Guard and foreign countries.

More than 80,000 flight hours have been logged in the more than 600 Sikorsky helicopters produced by the division, now occupying 321,000 square feet in the South Avenue plant in Stratford.

## The Cover



COMBINATION hunting lodge and ski cabin on grounds of Ernest Adler, Oxford, Conn. Photo by Bo and Joan Steffanson.

**DESIGNED TO PROMOTE STAMFORD PRODUCTION AND EMPLOYMENT**, a display of Stamford products has been set up by the Stamford-Greenwich Manufacturers Council at the westbound waiting room of the Stamford railroad station.

Benjamin Bogin, chairman of the council has explained that each month products of a different Stamford industry will be exhibited.

At the initial unveiling of the exhibit booth, Mayor George T. Barrett cut the ribbon, officially launching the Council's newest project. Myron Wick, Jr., vice president of Plastic Manufacturers, Inc., whose products will occupy the case the first month, spoke briefly, as did Samuel Coppola, president of the Stamford CIO Council and of the Gas, Coke and Chemical Workers' union at Plastic Manufacturers.

★ ★ ★

**THE THIRD ANNUAL** "research tour" of the New England Council got underway recently as 28 representa-

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THIS IS THE "QUEEN"—the newest development of The William L. Gilbert Clock Corporation, Winsted. This new electric kitchen wall clock marks Gilbert's first activity in the electric clock field since prewar years. The model's new plastic case, 7½ inches wide, permits a variety of attractive color combinations to suit the needs and personal preferences of the individual customer. It features exposed, raised numerals outside unbreakable crystal for maximum legibility, and fully guaranteed synchronous electric movement of self-starting type.

tives of leading industries, business and financial firms and newspapers in the New England area visited the Stamford Research Laboratories of the American Cyanamid Co., in Stamford. The group also visited other plants in Connecticut, Rhode Island and Massachusetts prior to the 96th quarterly meeting of the Council in York Harbor, Maine.

Dr. E. H. Northey, administrative director of the Cyanamid laboratories welcomed the group who were then taken on detailed tours of the five-story science center. They learned of chemicals developed there which are now or soon will be at work in countless phases of the American consumer's everyday life.

**AT THE TWELFTH ANNUAL OUTING** of the Rogers Corporation, Manchester and Goodyear, three long time employees were honored by President Saul M. Silverstein.

Anthony M. Petronis, beater engineer at the Manchester plant, was presented with a gold watch in recognition of having completed 25 years of service. A two hundred dollar savings bond was awarded to Herman Priess, millwright at the Manchester plant, for 35 years with the firm. The third man honored was William Patterson, a glaze roll operator at the Goodyear plant, who has announced his retirement from active service after 44 years with the company. He was advised by Mr. Silverstein that while the company has no formal pension plan in effect, he would nevertheless be retired as if a pension plan were already in existence.

★ ★ ★

**A DIVIDEND OF \$33,000** was distributed to the factory employees of Wilcox, Crittenden & Co., Inc., of Middletown, Conn., on Thursday, September 8th, according to an announcement received from Phelps Ingersoll, President of the well-known marine hardware firm.

This dividend is in accordance with an established policy of declaring a dividend for factory employees at the close of the company's business year, providing sales volume and a reduction in waste, spoilage or inefficiency make such action possible.

Wilcox-Crittenden has thus shared its annual profits with the employees since 1928, with the exception of the 1930 depression years when the concern did not report a profit.

The Middletown concern has several benefit plans in operation. In addition to a monthly production bonus plan, it also shares with its employees the cost of surgical-hospital insurance and life insurance. An employees mutual benefit plan, which offers additional financial aid to its members in time of illness, is managed solely by the employees, while the W-C retirement pension plan is financed in its entirety by the company.

★ ★ ★

**THE ANNUAL DINNER** of the Twenty-Five Year Service Association of the Winchester Repeating Arms

Company, division of Olin Industries, Inc., New Haven, was held recently at the West Haven Armory.

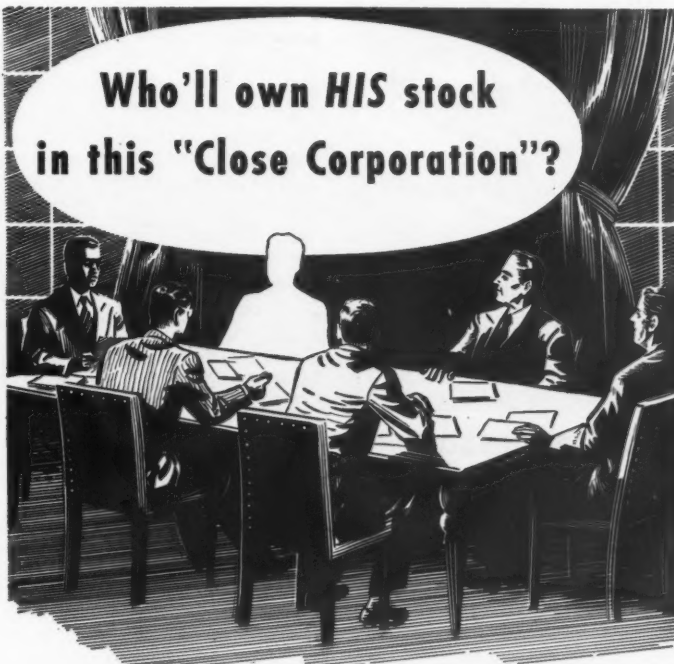
The association, one of the largest of its kind in American industrial circles, embraces approximately one thousand members, men and women

employees who have been with the company 25 years or more.

★ ★ ★

**A NEW ENGLAND-WIDE** open house program has been revealed by an announcement by the New England

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The only sure way to avoid such troubles is to make a purchase agreement providing that the surviving shareholders will have the right to buy the stock of a member who dies. Life insurance on

the owners is the ideal method of providing the money needed to buy out the heirs.

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Council's Recreational Development Committee that nearly 100 factories in New England are opening their gates to the visiting public.

"New England is proud of its industries and their products," the announcement stated in explanation of the new program. "Through skilled craftsmanship and able management, New England manufacturers have established a world-wide reputation for quality products."

Following are the Connecticut plants which will show visitors around. All they require is that prospective guests notify the company office before they arrive so that the proper arrangements may be made.

Dictaphone Corporation, Bridgeport; Associated Spring Corp., Bristol; Neumann-Endler, Inc., Danbury; Case, Lockwood & Brainard Co., G. F. Heublein & Bro., Inc., and The Silex Company, Hartford; Carlisle Johnson Machine Co., Manchester; Standard Machinery Company, Mystic; The Skinner Chuck Company, Skinner Electric Valve Div., New Britain; The New Haven Trap Rock Company, and The Sperry & Barnes Co., New Haven; Blakeslee Forging Company, Plantsville; Pitney-Bowes, Inc., Stamford; and the Torrington Manufacturing Company, Torrington.

★ ★ ★

**THE SELECTION** of Robert C. Benedict, Stepney, and Louis E. Carlson, Unionville, as 1949 winners of the Connecticut Light and Power Company scholarships for study in the College of Agriculture of the University of Connecticut, has been announced.

Established by the company in 1946 to encourage the continued development of Connecticut agriculture, the scholarships have now been awarded to seven young men and one young woman, each of whom receives \$300 during each year of the four-year course at a total annual cost to the utility company of \$2,400. The plan calls for the graduation of two students per year in the future and the reassignment of their scholarships to freshman winners.

Mr. Benedict was graduated last summer from Bassick Senior High School, Bridgeport, where he was a member of the National Honor Society. He has been active in 4-H Club work for the past three years and has served as secretary of the Stepney club for the last two years.

Mr. Carlson, was a member of the



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National Honor Society at Farmington High School, from which he was graduated this year. Specializing in poultry, he has been active in 4-H Club work for the past eight years.

★ ★ ★

**A MECHANICAL FLYING STE-NOGRAPHER** to accompany guided missiles on their high-speed flights and record electrically dictated test data has been developed for the Navy's Bureau of Ordnance at United Aircraft Corporation's research department.

The device is fixed in the nose of guided missiles, and the recording tape is led into an armored container that withstands the shock of dashing into the ground with the exhausted rockets.

The compact recorder weighs only 46 pounds and is 10 $\frac{3}{8}$  inches long and 8 $\frac{1}{2}$  inches in diameter. The device records 200 pieces of information simultaneously and continuously on a 6-inch steel tape. Such factors as air pressure, temperature, speed and gyro positions are recorded on the tape by electrical signals from scores of instruments. Once recovered after the crash, the 150-foot long strip of steel tape is played back through a transcriber and the information plotted on charts.

The magnetic tape recorder was developed by Armour Research Foundation of the Illinois Institute of Technology on sub-contract to United Aircraft Corporation as part of a guided missile program under Project Meteor, of the Navy's Bureau of Ordnance. The project is cooperative, with the Massachusetts Institute of Technology acting as the technical control group for the associated manufacturers, which are United Aircraft Corporation, Bell Aircraft Corporation and Bendix Aviation Corporation.

★ ★ ★

**A NEW BRIGHT ANNEALED** stainless strip steel, claimed to be wider than anything heretofore produced, has been announced by The Wallingford Steel Company, Wallingford, a subsidiary of the Allegheny Ludlum Steel Corporation.

Cold rolled up to 15" in width, the product will implement fabrication of many items previously unobtainable with Bright Annealed stainless, according to the manufacturer.

Wallingford Steel claims that the well-known advantages of this metal—its popularity, its brilliance in all tempers, its resistance to corrosion, and the fact that, due to elimination of



**RECORDS ROCKET FLIGHTS.** The steel recording tape of a device developed at the research department of United Aircraft Corporation for gathering data during flight of guided missiles is shown by Arthur C. Angelos, research engineer.

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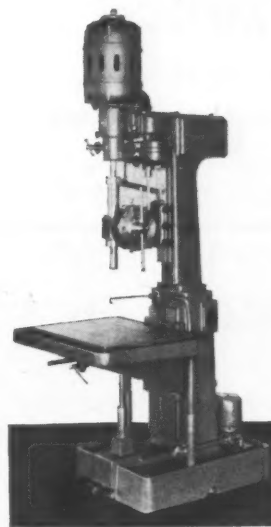
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rough and finish grinding, it is more economical to fabricate—have been retained intact in this wider Bright Annealed strip.

★ ★ ★

**J. LOUIS REYNOLDS**, vice president of Reynolds Metals Company, pioneer developer of aluminum foil, labels, cartons, bags and laminated coatings, and Norman F. Greenway, vice president of Robert Gair Company, Inc., manufacturers of paperboard, folding cartons and shipping containers, have announced the completion of arrangements through which the foil carton manufacturing activities of Reynolds Metals Company will be carried on by Robert Gair Company, in association with Reynolds, to produce an expanded line of packaging to be known as "Gair-Reynolds Foilne" folding cartons.

Reynolds will turn over to Robert Gair, Inc. its techniques for laminating and printing foil and will lease to Gair some of the necessary machinery for laminating foil and paperboard and will supply Gair with its requirements of foil. The machinery will be installed and operations conducted by Gair in its folding carton plant at Piermont, New York.

The arrangement will combine the exclusive technical knowledge of Reynolds in the field of laminated aluminum folding cartons with the broad experience of Gair in the field of folding cartons generally, and will bring to the production and sale of foil cartons Robert Gair's important manufacturing facilities and the extensive sales organizations of both companies.

**A. C. CROWNFIELD**, of Wethersfield, has recently become Chairman of the Hartford Section, American Society of Mechanical Engineers. The other officers are Nicholas A. Welch, American Hardware Corp., first vice chairman; W. E. Loomis, American Hardware Corp., second vice chairman; and Miss Hope Wohnus, Pratt & Whitney Aircraft, secretary-treasurer.

The Hartford Section has laid plans for a program of technical meetings to which the public will be invited, and the newly created Educational Development Committee, headed by Mr. Welch, plans to cooperate with engineering educational institutions in this section.

★ ★ ★

**A NEW LINE OF AIR OPERATED CONTROL INSTRUMENTS**, known as the series 500 controllers, has been announced by The Bristol Company, Waterbury. Included are controllers for automatically controlling temperature, pressure, flow, liquid level, humidity, and pH value. The new controllers have calibrated control actions.

Reset rate, derivative time, and proportional band adjustments are accurately calibrated and reproducible. They have only one service adjustment, according to company officials. Controllers can be completely disassembled and after being reassembled, with replacement parts, only one adjustment is required to put the system in exact calibration.

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**ALEXANDER H. d'ARCAMBAL**, vice president and sales manager of the small tool and gage division, and consulting metallurgist of Pratt and Whitney Division, Niles-Bement Pond Company, West Hartford, recently observed the thirtieth anniversary of his association with the company.



**ALEXANDER H. d'ARCAMBAL**

He joined the company as chief metallurgist in 1919 and directed the program of the company in metallurgical developments applying to machine tools, cutting tools and gages. He also directed all of the metallurgical work pertaining to the Pratt and Whitney engine during the development of that product.

Mr. d'Arcambal was graduated from the University of Michigan in 1912 and is a past national president of the American Society for Metals and also the American Society of Tool Engineers. He is a member of the American Society for Steel Treating and is widely known both in this country and abroad for his metallurgical abilities.

★ ★ ★

**CHARLES A. MOORE**, chairman of the board of Manning, Maxwell & Moore, Inc., Bridgeport, died recently at Greenwich Hospital after a short illness.

A native of Lynn, Mass., and a resident of Greenwich for 63 years, Mr. Moore attended St. Paul's School in Concord, New Hampshire, and was a member of the 1903 graduating class of Yale University.

Succeeding his father, who was co-founder of the machine tool company bearing his name, Mr. Moore served the firm in many capacities before

assuming the position of chairman of the board.

He is survived by his wife, two sons, two daughters and a sister.

★ ★ ★

**AS A TRIBUTE TO THE FOUNDERS** of The Trumbull Electric Manufacturing Company, Plainville, John and Henry Trumbull, the company has announced plans for a celebration of its golden anniversary.

The main objective set for achievement during the celebration period was described by President E. T. Carlson in a personal letter to employees as the "return to full employment at all locations and to provide for future job security."

A high light of the celebration, to be carried on for four months, was an open house program on October 12. Another feature will be the fiftieth anniversary suggestion contest which is open to all employees, with cash prizes totaling \$450 to be awarded for the best suggestions submitted.

★ ★ ★

**THE RUSSELL MANUFACTURING COMPANY**, Middletown, has announced the purchase of Howard Asbestos Company of Northfield, Vermont.

President G. M. Williams revealed in his announcement that all of the common stock of the Howard Company has been acquired and that the Middletown firm has taken over the active management of the firm. The name will be changed to Russell Asbestos Corporation, and will be operated as a wholly owned subsidiary.

The Vermont plant employs about 50 persons and no changes in factory management are planned by the new owners.

★ ★ ★

**HELICOPTERS, INC.**, which has spent more than \$1 million on an expansion program since it was organized under the name of the Bendix Helicopter Corporation, Stratford, has just announced plans to liquidate.

Executive Vice President Peter N. Jansen said the company had been unable to obtain Government orders although the helicopter produced by the company was given a rating of "excellent" by the Army Air Forces.

★ ★ ★

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necticut manufacturers is now being prepared by the State Development Commission. The directory will be ready for distribution early next year.

The commission is making a survey of 3,300 Connecticut manufacturers to whom it can refer domestic or foreign inquiries for products. The "Guide to Export Products made in Connecticut," which the commission has issued for some years, lists Connecticut products made for export, and has been "very effective in bringing business to the state," according to commission officials.

About 6,000 purchasing agents in this country have asked the commission to put their names on the mailing list for information it sends out about Connecticut products.

★ ★ ★

**THE ARROW-HART & HEGEMAN ELECTRIC COMPANY**, of Hartford, has announced the availability of a new line of custom-built Arrow - Hart Push - Pull - Selector Switches.

The manufacturer states that there is no longer a need for a pushbutton for each operation, since the "PPS" provides a single master switch control that quickly, easily and positively responds to the operator's selection. Eight to sixteen positions can be set up on the single dial. Pulling the handle in the selected position starts the desired function; pushing the handle stops the action.

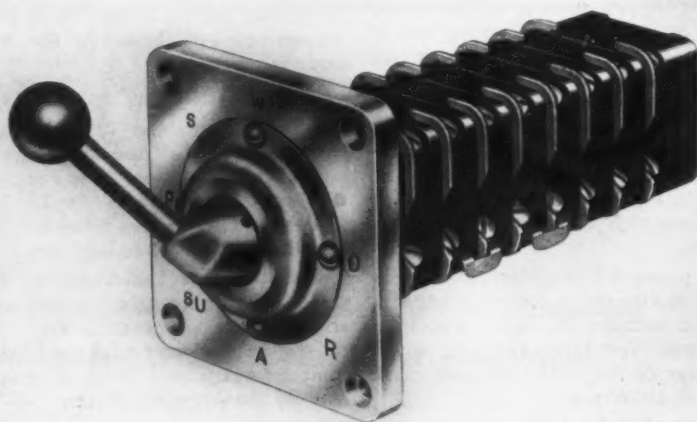
**THE DEVELOPMENT OF A NEW TYPE SURFACE** preparational material called "Surprep" for cleaning surfaces prior to organic finishing, has been announced by Enthone, Inc., New Haven. This new product is a liquid that contains oil displacing chemicals that dislodge oil, grease and other organic material from the surface of metals so that they can be quickly rinsed off with water or wiped off with a cloth. The material also contains phosphating and other rust removal chemicals that quickly dissolve rust, oxide and scale while the oil removal agents are operating.

It is said that application of "Surprep" is relatively simple. It may be used either full strength or diluted with water. It is applied by brushing with a paint brush or wiping with a cloth.

★ ★ ★

**A BRONZE "OSCAR OF INDUSTRY"** has been won by Pitney-Bowes, Inc., Stamford, for having the best 1948 annual report in the office equipment industry. In the final judging of an independent jury, the Stamford postage meter company's report won top honors in the business machine classification of the Annual Report Awards, it has been announced by "The Financial World," sponsors of the contest.

The trophy, considered one of the most prized awards in the field of public relations, has been presented to William F. Bernart, the company's executive vice president, at a banquet at the Hotel Statler in New York.



**THE ARROW-HART PUSH-PULL-SELECTOR SWITCH.**

The emphasis in judging, according to Weston Smith, executive vice president of "The Financial World," and originator of the awards, is chiefly on content—on the completeness and clarity of the year's financial and other facts presented. Major emphasis is also placed on the manner of presentation—design, typography and printing.

★ ★ ★

**THE ELECTION** of James L. Byrom as a vice president of Niles-Bement-Pond Company, West Hartford, has been announced by President Frederick U. Conard.

Mr. Byrom is manager of the Chandler-Evans division, which makes aircraft engine accessories, and is a resident of West Hartford.

★ ★ ★

**THE PUBLICATION OF A NEW PERFORMANCE REPORT** by a user of LUSOL cutting fluids has just been announced by F. E. Anderson Oil Company of Portland.

This is a valve manufacturer's report and is reproduced in full and based on a test run of 833 forged steel valve bonnets for 1 inch, 600 pound, inside screw globe valves.

Lusol is reported to have increased the tapping speeds 232% and the life of the taps 500 to 600%. Also included in the report are comprehensive charts comparing tool life, cutting speeds and costs when using Lusol against previous cutting fluid practices.

## Annual Meeting in Review President's Report

*(Continued from page 18)*

lize jobs and make them more fruitful to employees, can hope to be convincing when "guaranteed security" and "selfish few in management" propaganda is being dinned into the ears of our workers.

It will do little good to tell of our accomplishments under free enterprise even when stacked against the exceedingly poor record under various forms of socialism in England, Australia, New Zealand or Russia, unless we bestir ourselves as men who are genuinely concerned with the welfare of each human being in our employ, and in addition, take real leadership in espousing those worthy social betterment projects in our respective communities.

As Morris Sayre, former NAM President, and President of the Corn Products Refining Company, said in the December, 1948 issue of Partners Magazine, "This is not the time for complacency. We must search out and correct our shortcomings . . . But human sympathy, understanding and social consciousness can do no good merely by existing. What happens too often is that the slide rule technique of dealing with human beings, not as individuals, but as faceless units of mass has cut off the boss from his employees—because the boss himself has not followed through. He has not made certain that his social consciousness is written into shop practice and imbedded in the mind of every foreman and supervisor in the company."

## Human Relations Comes First

If time permitted I could go on to quote many other men of equal stature who counsel and warn along similar lines. What this and many other statements from other industrial leaders add up to, in my opinion, is this. With all the many jobs industrial management is responsible for, the human job demands first place today. If we measure up to that job, the public will look at business and say, "Why, business not only talks human, it acts human! Gosh, it is human!" Fellow manufacturers, I submit that unless we earn that appraisal by the public then little else we ever earn is going to be worth anything.

Perhaps you think that is a rash conclusion, born of unreality. If you do, I ask you to review the labor press and the utterances of men seeking public office, as well as those hoping to retain such offices. Are not their utterances studded with promises of better things for human welfare? Since we of management must be careful of promises lest we fall short on delivering, we permit fear to tie our tongues and make us appear cold-blooded. Since only industry can produce better things for more people, let us not be dumb enough to allow the easy promoters to take all the laurels as good Samaritans. By our sincere every day talk and actions with our workers as individuals and in small groups we have a far greater chance of being understood and recognized as true friends of our workers than those who would play Robin Hood with the combined efforts of stockholders, employees and management to secure or to keep themselves in power.

Industrial management today faces the necessity of developing contacts with, and better understanding of, our fellow workers in our plants and factories. It imposes the need for participation in, not primarily in dollars, but, in person, of civic and community activities. It imposes the need for personal contact with our workers so that they may judge management not by what they are told it is by our detractors but by what it really is. The cultivated misunderstanding between management and labor can and will be reduced if not eliminated by constant information channelled through workers as to attitudes, intentions and policies of the company as they affect the workers.

As a component of a necessary team, labor must be given the opportunity of knowing management better. Public relations, personal relations—call it what you will—I call it human relations—should stem from and be participated in by top management, constantly, sincerely and wholeheartedly. In doing so, we will then be doing our part toward performing the most important job facing industrial management today—creating among all Americans, an understanding and a crusading zeal to expand and improve our free enterprise economy.

I see no reason why our Connecticut employers cannot tackle this job with every hope of success. Human nature being what it is, I have faith that people as employees and as citizens will respond sympathetically to our forthright approach to make our human or personnel practices go right along with our other practices as a community neighbor. While such practices have always been important reasons for success in many companies in the past, their adoption and practice by all industries today presents one of the few avenues affording hope for the survival of free competitive economy and a free system.

## Correction

On page 36, column 3, of the October issue of CONNECTICUT INDUSTRY it was stated that the Hartford County Industrial Relations Society was merged with the Connecticut Training Association to become the Connecticut Industrial Relations Society. Although this merger was contemplated and believed to be consummated by the time the October issue was published, the merger has not yet taken place and may never occur.

## SUGGESTIONS FOR THE AD MAN

Contributed by the Industrial Advertising and Marketing  
Council, the Western New England Chapter of the National  
Advertisers Association

### Lecture Team Takes Advertising Story to College Students

By ROLAND SMITH, Assistant Professor of Advertising,  
University of Connecticut

**M**EMBERS of the Western New England Chapter of the National Industrial Advertising Association (Hartford) took some healthy punches this past spring at the "salesmen - and - advertising - men - are - economic - leeches" fabrication by a series of straight-talk presentations before students of Business Administration in Connecticut's colleges and universities. In so doing they lent their aid to solving a problem that has troubled college administrators and business faculties for some time. That problem is—how to help business school students gain command of the fundamental theory that is the key to marketing problems and at the same time keep their eyes on the goal of practicality and their feet on the ground of realism. Coincident with this problem has been the constant challenge to so interpret the American competitive system honestly and fully as to help students de-

velop the ideological stability adequate to meet confidently the attacks against capitalism in whatever disguise they may be made.

On an invitation issued by Dean Laurence J. Ackerman to speak before an assembly of advertising students in the afternoon, James Woodburn, Vice President of Edward Owen & Company Advertising Agency, Hartford; A. T. Wolcott, Advertising Manager, Chemical Division, General Electric Company, Bridgeport; and Rudolf R. Kopfmann, Space Representative, Simmons-Bordman Company, New York, arrived on campus April 28 just in time to keep their luncheon date with us at the faculty Grill.

The three men, who as members of one team had made similar presentations during the preceding weeks at several other schools, had rendezvoused at Hartford to which Rudy Kopfmann had willingly journeyed from his New

York office, and travelled to Storrs in Jim's convertible. All were fully equipped with briefcases filled with notes and illustrative materials. In addition, Jim Woodburn had with him a collapsible easel on which he later mounted a colorfully illustrated topical presentation.

From two thirty until after four o'clock the visitors told their story—the practical businessman's view of the advertising business,—to more than 100 junior and senior marketing students, and members of the School of Business faculty.

Rudy Kopfmann led off with a basic, pavement-pounder's picture of media and space selling. He developed a neglected side of advertising: the opportunities, the requirements, the advantages and the heartaches which lie ahead for beginners who would enter the advertising profession through the gateway of media. Illustrated frequently by serious and not-so-serious incidents in his own experience in the field, this brief description of an important segment of advertising attracted and held the interested attention of the audience.

Al Wolcott caused some mild breath-sucking by his description of the duties and responsibilities of a typical advertising manager. To an on-looker it appeared that at least some of the students were making silent resolutions to hit the books harder thereafter. The picture, from the viewpoint of a former advertising practitioner, was by no means overdrawn—it was real, and it was meaningful. It is quite possible that some of his hearers who had been led—perhaps by some popular fiction—to believe that the advertising world revolved around the agency, gained a new measure of respect for the client's ad manager and the vital functions he performs.

The setting up of Jim Woodburn's mounted presentation brought forth that sound of shifting feet and chair that portends close visual as well as auditory attention. Whether anyone was surprised to learn that Jim's was not a \$35 hand-painted necktie could not be detected from the spontaneous chuckles that responded to his metaphoric denial he was a huckster. Step by step, Jim led the students through the labyrinth known as the advertising agency business. That a clear-cut impression was left that it is a business there can be no doubt. With deft touches of humor, some sly, some more robust, the speaker explained the rela-

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3WM 49

relationship of the agency to client and media, and wound up the formal statements with an invitation to ask questions.

The questions put to the three specialists indicated that thinking had been stimulated. Naturally, many of the questions from graduating seniors circled around the subject of job opportunities. These as well as the questions on business problems and techniques were answered briefly and forthrightly, or in one or two instances, were declined with a frank, "I don't know".

It was getting dangerously near Hartford train-time before the men were able to disengage themselves from the after-the-meeting-clusters of questioners, which clusters included faculty members as well as students.

It should give business and industry some reason for satisfaction that presentations similar to the one just described were made before student groups during the spring of this year.

On this occasion, the students, most of whom were born and reared under a growing philosophy of government paternalism, gained a down-to-earth concept of the real-life problems of today's business,—far beyond what students are normally inclined to accept from mere professors of business subjects (however long the teachers' former business experience may have been).

From these three men who voluntarily left their work and postponed the demands on their time and attention that are the lot of the executive and specialist, the students had confirmed to their apparent satisfaction that success is built, not awaited. They seemed to renew their grasp on the American tradition that luck tends to favor him who is well prepared. Re-established from another quarter was the fact that the opportunity freely to choose an occupation and to gain much or little according to one's capacity to grow is a heritage available to few on this earth—a heritage quite as much worth working for as fighting for. The Western New England Chapter of N.I.A.A. which so well inaugurated this project under the leadership of President Fred Emerson, should go forward with this program during 1950 with renewed vigor. If the Chapter's 1950-51 record for campus talks is anywhere near as stimulating and worthwhile as our experience, the necessary effort will be well invested.



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# ACCOUNTING HINTS

Contributed by the Hartford Chapter National Association of Cost Accountants to stimulate the use of better accounting techniques in industry.

## Development of Actual Cost Inventories From Standard Cost Procedures

By E. H. HEILMAN, JR., C. P. A.

THE general accountant (primarily interested in the balance sheet and operating statement) will usually agree with the cost accountant that standard costs present the most effective medium for dealing with the mechanical problems inherent in cost determination. But all semblance of agreement disappears when the paths of the two accountants cross in that wide field known as "inventory". The general accountant (and the Bureau of Internal Revenue) will stoutly maintain that the inventory should be based solely on cost and the cost accountant will insist that the inventory at standard is cost. This difference of opinion is one of viewpoint. The general accountant sees the aggregate cost of materials, labor and manufacturing ex-

pense and to him the inventory should represent the cost of such elements as can be prorated to the product on hand at the inventory date. To the cost accountant the inventory at standard is true cost because any differences between standard and acquiring cost are temporary and can be explained as resulting from unusual conditions. These differences known as variances are absorbed in current operations and therefore no longer exist.

In the majority of standard cost systems the standards are changed only at very infrequent times. Some standards being used today have not been changed for five or more years and considering the trend of all costs over that period such standards are a far cry from actual costs. Nevertheless, inven-

tories are still being valued at such standards. Certainly any inventory developed on those standards can be deemed conservative but modern accounting has moved away from the old time "hidden asset" theory. If costs continue their current rise the difference between standard and actual costs will become that much greater and any attempt to reset standards on a current basis will result in an increased inventory. The additional taxes involved will tend to thwart any attempted realistic or honest adjustment.

The technique of reflecting inventories at actual cost when a standard cost system is used is quite simple. In brief, the cost of goods sold account is resolved to the elements of material, labor and manufacturing expense. Such an analysis will present the variances between standard and actual cost of the elements involved. The variances are compared to the corresponding standard costs of materials, labor and manufacturing expense during the period and the percent of variance is obtained. Those percentages are applied to the standard value of each element in the inventory and the resulting total becomes the excess of actual cost over standard cost and should be an addition to inventory. The account representing this addition to the inventory will be reflected on the general ledger and will not be a part of the cost records. If the foregoing is not applied on a monthly basis it is necessary to weigh the percentages in relation to the intensity of the intervening variances.

There can be only one definition of cost and it must have some relationship to the actual expenditure involved and consequently an inventory valued at standard cost can be neither "fish nor fowl". In those instances, wherever management has resisted the temptation of present tax savings and has attempted to adjust standard inventories to actual you will find a more progressive and realistic attitude toward present day fiscal problems.

The Hartford Chapter, National Association of Cost Accountants has just recently announced its program for the 1949-1950 season beginning with the November meeting as follows: November 15, 1949, "WORK SIMPLIFICATION—NEEDED NOW MORE THAN EVER"—Allen H. Mogensen, Industrial Consultant, New York, N. Y. December 13, 1949, "CURRENT TAX ACCOUNTING PROBLEMS"

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—L. G. Sutherland, Partner, Price, Waterhouse & Company, New York, N. Y.; January 17, 1950, "LEADERSHIP IN INDUSTRY"—A. C. Croft, President, National Foremen's Institute, Deep River, Conn.; February 21, 1950, "BREAK-EVEN POINT"—C. H. Gleason, Assistant to Vice President in Charge of Operations, Sylvania Electric Products, Inc., New York, N. Y.; March 21, 1950, "THE RESPONSIBILITY OF THE ACCOUNTANT TO CORPORATE MANAGEMENT"—Allen H. Ottman, Vice President and Controller, American Hard Rubber Co., New York, N. Y.; April 18, 1950, "BUDGETING FOR EXPENSE CONTROL"—Robert J. Blair, Administrative Assistant to Secretary and Treasurer, Trumbull Electric Mfg. Co., Plainville, Conn.; May 16, 1950, *PAST PRESIDENTS' NIGHT*—Chairman, Carl G. Baumes, R. Wallace & Sons Mfg. Co., Wallingford, Conn.; *Special Activities to be Announced Later:* (1) Special Meetings, (2) Ladies' Night—Chairman, Robert E. Wilcox, Veeder Root, Inc.

## Reorganization—Do We Want It?

(Continued from page 25)

suaded that government activities are a fine thing for the community no matter what they cost the taxpayer generally. All in all, some of these groups constitute ferocious lobbies whose power it is impossible to overestimate.

On the strength of a mere rumor that changes were planned in one agency, long before the Hoover Report even appeared, somebody touched a button and a shower of telegrams went off all over America. In less than a week the members of a single Senate Committee had received 2,000 telegrams and phone calls demanding that nothing be done to disturb this bureau in any way.

Against such opposition, what chance has a mild-mannered band of citizens whose only weapon is a set of facts? On the face of it, the odds against us are so tremendous that we should not even bother to try. Almost every major portion of the Hoover Report goes somebody's ox. If this was true of the parts that have been en-

acted, it goes double for the parts that remain to be considered.

Yet we refuse to admit discouragement. Let's take a good look at the factors in favor of the program. The facts are these:

(1) The Hoover Report is the most meticulous and accurate piece of research that has ever been undertaken in government. On a factual basis it has withstood one attack after another.

(2) The Report's findings point a clear way to annual savings of \$3 or \$4 billions in the cost of government. More importantly, they suggest that the brakes can be put upon constantly climbing federal spending and debt.

(3) We are nearing the saturation point in taxation. We face all the dangers with which an overwhelming bureaucracy has always confronted free peoples. If we do not act now we can prepare for lowered living standards, accelerated government control of industry and, eventually, loss of liberty.

(4) The Hoover Report has awakened the nation to these dangers and has aroused thoughtful citizens of both parties in all states. Conscientious members of Congress have taken encouragement from this trend and are working hard to bring about the reforms which they, as citizens, sincerely want to effect.

(5) The nation's editors have given vigorous and intelligent support to the reorganization program, and are well aware of the danger inherent in permitting it to be cut to ribbons by exemptions and exceptions.

Most of the organized national groups cooperating with the Citizens Committee are willing to take the same attitude, even when their own oxen appear to be gored.

Against all the pressures I have mentioned then, is the fact that the Citizens Committee represents, uniquely, a pressure group of ALL the people. Nothing quite like this has ever happened before. There is a resolution, a determination, a quality of civic spirit—call it idealism if you please—about this movement which reveals new hope for a revival of the conscientious citizenship which we identify with our national heritage.

These are, I realize, high-flown

words. You may well ask if I believe in miracles. Frankly, I do, for I have seen one miracle after another take place in the brief eleven months since the task forces completed their labors and the Commission began the preparation of the Report. There is a "first time" for everything in this country. Is it inconceivable that the march of men and events cannot produce a national reawakening? We know we are in for a fight. But, as Chairman Robert L. Johnson of the Citizens Committee has put it:

"We as a people have been free because we have been willing to think. Let us think now and think well. Let us think how best to build for the future. Let us think how best to govern ourselves . . . "In this battle there will be 'summer patriots and sunshine soldiers.' There will be defeatists to remind us that past efforts at government reorganization have met with scant success. The 'Yes—Buts' will have their day. But over them all, there will finally arise a chorus of 'Ayes' announcing a national determination to have and keep a pattern of lasting good government."

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## BUSINESS TIPS

from

School of Business Administration  
University of Connecticut

### New Uses for Products Increase Sales and Expand Markets

By TAMLIN K. LINDSAY, Assistant Professor of Marketing

#### Importance of Developing New-Uses

THE success of any business enterprise depends largely upon its ability and willingness to adapt products to changing markets. The foregoing is vividly illustrated today in many lines since the appearance of the "buyer's market." Although "buyer's market" is a somewhat nebulous term, it usually means keener competition.

In meeting this keener competition, product versatility is a strong weapon. Since the composition of markets is an ever changing one, few firms can permit their line of products to remain constant. By extending the possible uses of their products, many firms have successfully diversified their lines. The new-use method of securing diversification is not available, however, to all with equal success. Diversification is

part of the more inclusive function of product planning and development.

#### Methods of Discovering and Promoting New-Uses

To find the maximum number of additional uses for its products, a firm may undertake a planned, orderly, and thorough research of the factors which might conceivably affect the problem. Such an inquiry does not necessarily require an elaborate organization with highly paid specialists, but often can be accomplished very informally with a little ingenuity. Developing new uses then becomes the practical objective. Some firms discover accidentally or in a hap-hazard fashion new uses for their products. Windfalls of this type are, of course, highly desirable and should be exploited to their fullest extent, but larger sales volume and broader markets are more likely to result from carefully directed investigation into new-use possibilities. If industrial and commercial research collaborate, unthought of uses and hidden markets are frequently found. A logically planned research into the problem of extending uses for the product then moves from the realm of mere possibility to that of high probability in unearthing profitable new uses for a product. The sales and advertising departments should be constantly on the alert to inform the firm's customers and prospects about new-use ideas in order to increase sales.

A firm may find new applications for its products by conducting surveys among the consumers of its products to learn the new-use ideas they have found, then by means of following through with advertising and sales promotion all buyers may be persuaded to utilize the products in all of their possible uses. By such a program of user-research, facts may be disclosed which will enable the producer or manufacturer to increase the total number of units of products sold. In many cases the maker of a product is completely unaware of the various ways in which his product is being used. It is often helpful to compile a list or a census of present uses to which a product is being put. Many progressive firms compile such a census at the time the product is being planned or designed. They adhere to the philosophy that effective selling originates on the design board. A census of possible uses is also beneficial in the preparation of sales and advertising campaigns. For many products, all of their new potential uses cannot be evaluated before they reach the market. A company needs continuous

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Manufacturers endorse the Kenro Way of financing accounts receivable as "the fast, reliable way of meeting working capital needs that pays for itself." Here is a ready source of surprisingly low-cost, quickly available cash for going manufacturers and wholesalers, without which they are missing growth and profit opportunities.

Kenro has helped others over this barrier to success. You are entitled to this same opportunity if you are producing and/or shipping goods. Discuss your problem with Kenro without obligation. Phone or write now to find out why Kenro is a better way of meeting your operating cash requirements.

—KENRO CAPITAL CORP.—

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ous marketing research in order to keep abreast of any new-use possibilities which might aid the firm in selling more of their products.

Some firms have been surprised to learn of the uses to which their product is being put. Manufacturers of cosmetics have found that some products normally sold to women are also purchased by men. Food processors of baby-foods have found that adults may also consume their products. A manufacturer of adding machines found that he could sell his products to railroads for use in their dining cars, to farmers for use in their accounting activities, and to a bread company for installation on their delivery trucks. Business publications and trade journals contain many other specific examples of how companies have successfully exploited new-use ideas.

#### Where Do New-Use Suggestions for Products Originate?

Although many firms have research and sales promotion departments whose primary function is to find new uses for products, valuable suggestions are likely to arise from a number of other sources.

Suggestions for developing new uses of products may originate from the following:

- 1) Industrial and commercial research departments and organizations
- 2) Design engineers, production engineers, sales and advertising executives, purchasing agents, as well as other executives
- 3) Salesmen, advertising personnel, and servicemen
- 4) Customers, prospects, retailers, and dealers
- 5) Trade associations sometimes have special new-use research agencies
- 6) Home economists, chefs, printed recipes, bureaus maintained by women's magazines are often excellent sources for finding new uses of food products
- 7) Exhibits in industrial and trade shows
- 8) Sales contests directed toward ultimate consumers
- 9) Physicians often give valuable suggestions for developing new uses for drug and pharmaceutical products
- 10) Advertising agencies
- 11) Prizes or awards offered to company personnel for new-use suggestions
- 12) Research bureaus operated by governmental agencies and universities
- 13) Utilization of wartime products and research may give rise to new-use suggestions for other similar products
- 14) Trade and business publications
- 15) Product audits and a census of present uses may be helpful
- 16) Employment of a "test-market" prior to the introduction of a product may uncover unusual uses for a product
- 17) Inventors

#### Conclusion

This article has shown some of the ways in which the salability of a product may be enhanced through extending its total number of possible uses. To achieve maximum effectiveness, two important activities should be performed continuously: (a) search for new uses of products should be aggressive and deliberate, (b) advertising, sales promotion, and salesmen should constantly inform prospects and customers about new uses for the products in question. This method of increasing a product's salability by finding new uses is not a cure-all, because there are a number of other alternatives available to most firms. Yet it may be your best method of finding new markets and increasing sales in old markets. It may also go far in minimizing idle plant capacity and factory lay-offs. In the final analysis, the ultimate aim of product planning and development is to create products that can be sold at a profit, hence the finding of new uses for established products may be a valuable aid in increasing the net profits of a company.

#### The Connecticut Personnel Association

(Continued from page 24)

Major Estes covered the human tangles involved in mediation and the common ground sought by the conciliator in resolving areas of agreement. He also gave some very impressive examples for the need of better communication between management and employees.

For the balance of its 1949-50 program, the Connecticut Personnel Asso-

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ciation will present first, Mr. Robert Collins, Production Manager of the New Departure Division of General Motors on November 16. Mr. Collins has been active in Personnel work for many years and is perhaps best known for his work around Hartford County in the Industrial Relations Society and his teaching at Trinity College. He has a real message to bring to the group since he is now engaged in the production end of business and is fully aware of the job personnel men must contribute to the proper functioning of any business.

On January 18 the association will hold a panel discussion on "Unemployment Compensation." In view of recent changes in legislation and court rulings on this subject there is much to be re-learned concerning the practical every day application of the act.

Believing that much can be gained by inter-changing experiences between companies, a field visit is planned each year. On March 15 the group will be guests of R. Wallace & Sons Co. at Wallingford.

The Association meets bi-monthly from September to June at a central location in the state.

Present Officers are:

President, Earl D. Gunn—The Sponge Rubber Products Co., Shelton; Vice President, Warren L. Mottram—R. Wallace & Sons Mfg. Co., Wallingford; Secretary, Russell H. Hana-bury—American Tube Bending Co., Inc., New Haven; Treasurer, R. A. Myers—American Brass Co., Waterbury.

Membership is open to any executive or assistant principally engaged in personnel, industrial relations or employment work by private enterprise in Connecticut.

## **Tax Reforms—Key to New Venture Capital?**

*(Continued from page 22)*

the Joint Committee on Internal Revenue Taxation, of which Mr. Doughton is Chairman, which is now engaged in a study of the tax structure along the general lines advocated by Mr. McCabe. It is hoped that the Joint Committee will have succeeded in making some progress toward a final solution of this admittedly knotty problem be-

fore Congress meets again in January.

Among the more provocative proposals concerning the reform of the income tax structure which the Joint Committee will have before it is one put forward by Frank Wilbur Main and M. C. Conick, members of a well-known accounting firm, in testimony before the House Ways and Means Committee. Their proposal, which is somewhat ambitiously labeled an "incentive income tax plan" by its authors, proposes a new approach to Federal income taxation based on the following points:

1. Identical rates of taxation for individuals and corporations, with the same exemptions and deductions.

2. Elimination of the tax on undistributed corporate surplus.

3. Elimination of the double taxation of corporate earnings by relieving stockholders of tax liability on dividends received.

4. Raising exemptions to \$1000 for a single person and \$2000 for a married couple and for a corporation.

5. A graduated tax structure which would begin at 15% on the first \$2500 and rise to 50% at the \$50,000 level. This ceiling rate would apply to all taxable income in excess of \$50,000.

The authors of this plan estimated that if it had been in effect through 1948 the Government's total receipts from income taxes would have been about \$25 billion, only about \$4 billion less than the amount collected in that year from this source under existing law. It is interesting to note that \$4 billion is the amount which the Hoover Commission estimated would be saved by the adoption of the Commission's reorganization plans.

The authors of the incentive income tax plan state that it would decrease the taxes now paid by individuals at all income levels and would reduce the number of income taxpayers from the present level of 54 million to about 34 million. They also point out that the plan would not adversely affect corporations whose net taxable income is below \$100,000.

The tax relief granted under this plan to individual taxpayers and smaller corporations would be partially offset by imposing a larger tax on the relatively small number of businesses whose net income is above the \$100,000 level.

To offset the obvious disadvantage to large corporations of a tax rate of

50% instead of the 38% tax now in effect, the authors of the plan claim these advantages for such corporations, their managements, and particularly their stockholders: (1) it will remove the present vexatious tax difficulties concerning the retention of profits; (2) the elimination of the double taxation of dividends will in most cases bring to stockholders larger net returns than they now receive from their corporate investments; (3) the plan will encourage corporate managements to substitute capital stock for bonds and other indebtedness; (4) the simplification of the law and administrative regulations which the authors claim is implicit in the plan will help corporations even more than individual taxpayers; (6) more tax-free money in the hands of individuals will help to expand the national economy by creating greater markets, an advantage to all business men.

There are many criticisms that can be leveled at this plan. The most striking one is that it will substantially increase taxes on corporations at a time when there is a crying need for more funds for modernization and improvement in plant and facilities. Another objection is that the plan narrows the tax base by freeing millions of individuals of their responsibility to contribute to the support of the Government by taxation. A closer study of the plan would no doubt reveal other serious objections.

On the other hand, it is interesting to note that the plan either includes or makes unnecessary three of the six specific tax reforms mentioned earlier in this article. Moreover, it integrates these ideas with others into a unified structure designed by its authors to stimulate the flow of private funds into venture capital.

Whether it would succeed or not it is not our purpose to consider here. We hold no brief for this or any other particular plan of tax reform. However, we do feel that serious proposals of this nature which are honestly designed to reform the Federal tax structure in order to remove, insofar as possible, the elements in the present tax laws which are acting as a grave deterrent to the working of the free enterprise system by drying up the sources of venture capital, are worthy of most serious consideration and serve the very useful purpose of supplying a convenient springboard for further exploration of the whole subject of tax reform.

## BUSINESS PATTERN

A comprehensive summary of the ups and downs of industrial activity in Connecticut for the thirty day period ending on the 15th day of the second previous month.

IN August the index of general business activity in Connecticut rose for the first time this year, moving up one percentage point to an estimated 4% above normal. After falling some thirty points in the first five months of 1949 the general index has tended to level off during the summer months. Current improvement was reflected in three components of the index, factory employment, freight shipments and cotton mill activity. Manhours worked and construction activity were down moderately from July standings. The United States Index of industrial activity also advanced in August, gaining four points to an estimated 8% above normal.

The August index of manhours worked in Connecticut factories declined for the tenth consecutive month to an estimated 5% above normal. Although the manhours index fell off about forty percentage points between December 1948 and May of this year

the drop in the past three months has been only seven points and most of that decrease has been due to the growing practice among manufacturing concerns of closing their plants for summer vacation periods. The following figures, released by the State Department of Labor, show the changes which have taken place in average hours and earnings in Connecticut factories during the first eight months of this year.

	Hours Worked	Weekly Earnings	Hourly Earnings
January ....	40.4	\$55.96	\$1.38
February ..	39.7	54.67	1.38
March .....	38.6	53.02	1.37
April .....	36.4	50.02	1.38
May .....	37.9	51.74	1.36
June .....	37.8	51.72	1.37
July .....	38.2	52.21	1.37
August ....	38.2	52.32	1.37

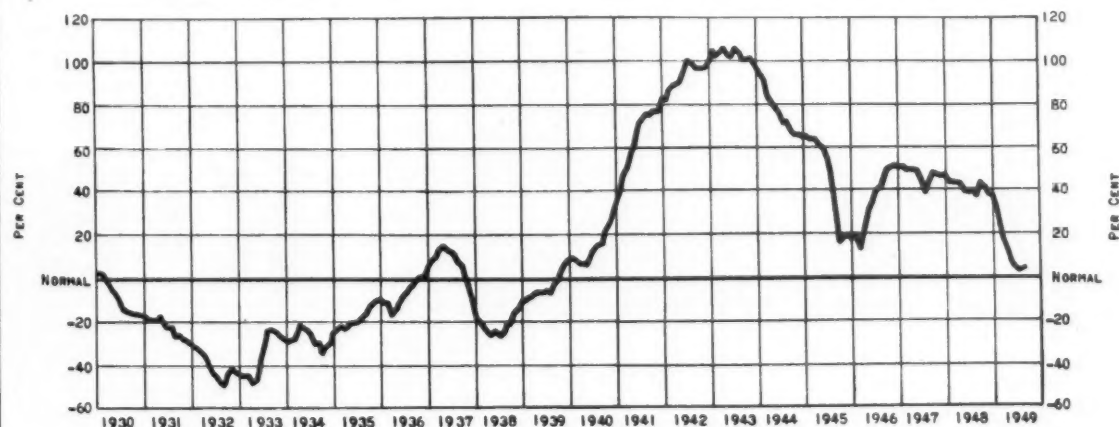
The index of manufacturing employment in Connecticut advanced in

August for the first time in nearly a year to 12% above normal. Total employment in manufacturing industries was 325,000 in August as compared with 323,000 in the preceding month. A breakdown by principal labor market areas shows that there are now about 55,000 employed in manufacturing in Hartford, 51,000 in Bridgeport, 37,000 in New Haven, 34,000 in Waterbury and 21,000 in New Britain. Non-manufacturing employment decreased from 371,000 in July to 369,000 at the present time. In the non-manufacturing division the Hartford area employs the largest number 82,000; followed by New Haven 51,000, Bridgeport 34,000, Waterbury 16,000 and New Britain 8,000.

The August index of construction work in progress in Connecticut is estimated at 8% above normal, down somewhat from the previous month and about even with the June standing. During the three year period 1946-48 building contracts awarded in this state averaged 1,700,000 square feet of floor space per month of which 1,100,000 were residential. Although this year's volume is down somewhat from the heights of the other post-war years, it is nevertheless continuing at a relatively high level. Throughout the first eight months of this year total awards have averaged 1,200,000 square feet with residential accounting for 800,000 of the total.

During the first seven months of this year wholesale commodity prices followed a moderate downward trend while consumer prices moved down

GENERAL BUSINESS ACTIVITY IN CONNECTICUT COMPARED WITH NORMAL



only slightly. The wholesale index which stood at 162.3% of the 1926 average at the beginning of the year declined somewhat in practically every month since then to stand at 154.1% on September 20. The consumer's price index of 171.4% of the 1935-39 average at the end of 1948 has moved within a three point range since then and was 168.5% as of mid-July.

During recent weeks social insurance and pensions have replaced wages as the principal item of Labor-Management discussions. These subjects were brought into prominence early this month when a presidential fact-finding board recommended that the C.I.O. United Steel Workers withdraw their demands for a general wage increase and that the steel industry and the unions negotiate a system of social insurance. Since then there has been an exchange of views concerning such issues as amount of benefits, and contributory vs. non-contributory plans. A strike by the nation's steel workers has been postponed twice during the month to allow time for further conferences between union and operators and the issues are still under discussion. Other major industries are in various stages of negotiations with their respective unions but are inclined to await the disposition of the steel case. In the meantime indications are that Ford and the C.I.O. United Auto Workers are ready to adopt the formula recommended by the steel fact-finding board, and the coal miners have walked out following the suspension of payments from their welfare fund.

### Things Are Booming in Pine Meadow

(Continued from page 21)

deep fry baskets, wire guards for electric heaters and fans, racks for electric roasters, and oven and broiler racks for the stove industry.

Seeking some diversification when normal commercial business showed signs of gradual cut back, Lynch Bros. secured well over a million dollars worth of government contracts which sparked them on to further expansion with a new building, new machinery, and personnel.

The company's welding equipment is outstanding and is said to be about the most modern in this section of the country. They operate its own heat treating and de-greasing room with gas fired boilers, as well as a fully equipped paint shop with spray booths and conveyors, all of which are equipped with explosion proof equipment.

The plant itself is of modern brick and steel construction with facilities for the fabrication of almost any type of raw metal material. A special department for overseas shipment has also been established for the precision packing of finished products for shipment via rail or motor transport.

Such is the story of Lynch Brothers, Inc.—a progressive company, which in its sixteen years of existence has become a well established and extremely important factor in the way of life of the residents of Pine Meadow. It takes its place proudly among those Connecticut industries who have achieved notable success through enterprising Yankee ingenuity.



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# FAIR COMPETITION: A Rule of the Game

By OPAL HILL MUNZ

## Our American Way Of Doing Business . . . III

A UNIT OF STUDY (for the fifth and sixth grades)

OUR American way of doing business is characterized by several distinguishing and traditional principles. One of these principles is fair competition.

When we view our long, slow upward climb toward economic freedom, we realize anew that the stability of our economic structure rests on this solid foundation, and that the other principles of our way of doing business, which we cherish, will sink or fall with the cornerstone of fair competition.

Competition is a constructive force that has from the beginning saturated the whole fabric of our American way of doing business, constantly compelling business to improve its methods, and to develop equipment and planning that would lead to increased productivity, lower prices, better services and better products.

In a Brookings Institute report, Leverett S. Lyon and Victor Abramson say: "The broad confidence in competition among business men has its social basis in the view that competition tends toward a prudent use of national resources, furnishes a strong incentive for industriousness, and places a premium upon ingenuity and invention. . . . In more general terms, support for competition has come from the belief that it makes for 'progress'."

David McCord in his book, "Democracy and Progress," strongly defends the worth and importance of competition in business when he says: "Competition is to be justified as helping to keep social and economic life democratic and creative."

All of us have seen democratic and creative forces disappear in totalitarian countries where dictatorial government is characterized by a total absence of competition.

Destroy competition and the right to private ownership of property is

immediately threatened. Destroy competition and the profit motive is crushed. Destroy competition and individual freedom disappears and people become slaves to the state.

Our founding fathers fled the old world in protest to government authority and government tyranny, and in due time they drew up our Constitution and our Bill of Rights which had as one of their major purposes the retention of authority in the hands of the people.

Our belief that the role of government is to protect our economic freedoms and to keep open the avenues of competition is deep rooted.

We believe that the function of government is not to take over business as is done in totalitarian states, but to maintain a favorable climate in which business can be conducted with the

greatest amount of individual freedom and initiative.

We believe in the freest possible competition consistent with the welfare of the people, and oppose any authoritarian efforts to stifle or curb it.

However, in examining the alternatives to competition, we see that if we are to maintain our freedoms certain restraints are necessary. We see that if fair competition is to prevail there must be rules of the game.

In our economic life as in our political life we have a system of checks and balances that provides protection against harmful and unfair competitive practices. Through the application of this system of checks and balances we have proved that economic change can be made without destroying personal freedom. Through the application of this system we have proved that com-

*The Declaration of Independence* announced that henceforth: Americans were free of an English government that denied them the rights of Englishmen.



—Illustrations from filmstrip series, *Our American Heritage*, courtesy Reader's Digest.

**TWIN FREEDOMS**—Our Declaration of Independence holds that people are endowed by their Creator with "certain inalienable rights." We believe those "inalienable rights" include economic freedom as well as political freedom.

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petition is not killed when we lay down and enforce the rules of the game, so long as the rules are placed on our statute books by democratic processes and are administered by the people.

Besides the rules of the game, we have found that customer pressure is also a regulating factor of competitive business as a whole, for the views and wishes of the customers determine whether products will sell or not.

And, we have found, too, that monopoly is held in check by powerful corrective forces within our free economy. Sumner H. Slichter, Harvard University professor, brings this truth into pinpoint focus when he says: "Monopoly is checked by low transportation costs, interindustry competition, modern retail distribution with its publicized prices, competition of the old with the new, the large number of enterprises and the ease of starting them, and rapid technological advances."

We know, of course, that our competitive system has its weaknesses and shortcomings, but we also know that the hope for a better way of doing business lies in improving and extending the benefits of the present order, not in abandoning or destroying it.

Harry C. Simons, writing for the *American Economic Review*, says: "... We must choose between a freer competition and increasing political control, and that for real policy the choice lies simply between a competitive system and authoritarian collectivism."

And, Dr. James B. Conant, Harvard University president, puts the same thought this way: "Equality of opportunity could be realized only in a political democracy; or would have meaning only in a competitive society in which private ownership and the profit motive were accepted as basic principles."

Our American way of doing business gives free play to competition and individual freedom and accounts in large measure for our unparalleled prosperity and material greatness of the past. No other way offers as much for the present or for the future. It is ours to hold, defend, improve, and protect.

### Scope

This study is one of a series of nine which are prepared with the thought of providing material to teachers that will help them to direct the child's economic education, so that he will rec-



Some colonists took direct action to show their displeasure — the Boston Tea Party.

ognize the worth of our American way of doing business, understand its weaknesses and strengths and be motivated to defend its good points and to do something to correct the bad ones.

In developing this unit of study, "Fair Competition: A Rule of the Game," the third of the series of nine studies on OUR AMERICAN WAY OF DOING BUSINESS, stories and factual material should be used to show how the factor of competition was a basic principle in the development of our way of doing business.

(1) Stories of feudalism that show how the lords of ancient and medieval times held control of the land, passing it down from one generation to another, how the serfs who cultivated the land were held in virtual slavery, and how production was thus on a non-profit and non-competitive basis.

(2) Stories that show how, as feudalism began to break up, men began to sell their own goods and their labor in the open market on a competitive basis at whatever profit the goods and labor would bring.

(3) Stories that show how men of the middle ages, neither understanding nor believing in competition, organized themselves into guilds, and how as these handcraft trades were developed and organized into guilds, production, wages, and the status of apprentices and journeymen were controlled and fixed.

(4) Stories of how European immigrants to America came here partly to escape the old guild restrictions on individual freedom, and

how in this country they began to make goods in competition with one another with the thought of making a profit.

(5) Stories of how England compelled the colonists to buy more from the mother country than they sold to her. How England forced the colonists to supply raw materials and markets only while the mother country did the manufacturing and selling, thus reducing to a minimum any competition from the colonies.

(6) Stories of how many colonial governors cooperated with the mother country in trying to stifle colonial trade competition. How William Berkeley of Virginia controlled the colonists' way of doing business, and restricted and curbed competition with England by forcing the colony to ship all their tobacco to England, and to refrain from trading with foreign countries. How Nathaniel Bacon led a rebellion against the tyranny of the Royal Governor.

(7) Stories that show how the Revolutionary War was as much in protest against the limitations and penalties imposed upon our way of doing business as it was in protest against political oppression. Emphasis should be placed on the thought that the successful outcome of this war helped us to gain immediate competition in world trade. Stories should be used to emphasize how our people resented the competitive advantage England had over us through taxation without representation, as evidenced by the passage

of the Stamp Act, the Tea Act and the Acts of Trade and Navigation, and that in a sense the Revolution was fought for the principle of competition.

(8) Stories of how the Revolutionary War was followed by the drafting of our Constitution and the Bill of Rights by which the rights of our way of doing business were secured. Call special attention to Article IX again, and explain how it was drawn to protect all rights not specifically mentioned in the other Articles. Explain again how Article IX has been interpreted to mean protection for our economic freedoms such as the rights of the worker to get a fair and reasonable wage for his labor and the business man to get a fair and reasonable profit from his investments, by keeping open the avenue of fair and free competition.

(9) Story of the War of 1812 and how it helped to place our economic independence on more secure ground, enabled us to break away from entangling European politics and wars, and helped us to make further gains in world trade competition.

(10) Stories of the industrial revolution that show how industry began to play a larger and larger part in our way of doing business, and of how the invention of industrial machines completely changed our way of doing business, and became of first importance to the life of our nation. Stories of these inventions should be told to dramatize this phase of our national life, and to stress how our country changed from small-scale handcraft production to the lively and sharp competition of modern industrialization.

(11) Stories of the Civil War to show how the war enormously hastened the growth of domestic manufactures, and the maturing of our industrial production.

(12) Stories of how the unfair competitive trade practices of the 1870's and the 1880's led to controls being placed on large trusts by the people, through democratic processes.

(13) Stories of the Sherman Anti-Trust law and of how it was passed to stop interference with free competition, and of the Clayton Anti-Trust Act which was passed to strengthen the Sherman Act. Emphasis should be placed on the

thought that protection of competition is essential to our way of doing business, and that as long as it is done by the people, through democratic processes, we will not sacrifice any of our economic or political freedoms.

(14) Story of how in 1876 Chief Justice Waite of the United States Supreme Court, ruled that the people, through democratic processes, had a right to require fair competitive business practices of the nation's businessmen. How this attitude of fair play has colored the whole fabric of our way of doing business from that day to this.

### General Purpose

The general purpose of this unit of study is to supplement and enrich the school curriculum.

Besides the textbooks already in use, these additional ones will make excellent enrichment source material: *Elementary Principles of Economics*, Ely and Walker, Macmillan Company first nine chapters); *Economics for the General Reader*, Henry Clay, Macmillan Company (pages 105-115); *Principles of Economics*, Albert E. Waugh, McGraw Hill Book Company (see chapter on competition); *Modern Economics*, Corbett and Colvin, Macmillan; *American and Russian Economic Systems*, University of Chicago Roundtable, Chicago (ten cents); *The Growth of the American People and Nation*, Kely; *The Story of Human Progress*, Marshall; *An Elementary History of Our Country*, Tappan; *American Competitive Enterprise System*, Chamber of Commerce of U. S., Economic Research Department, Washington, D. C. (ten cents); *Government and Economic Life*, Lyon and Abramson, The Brookings Institute, Washington, D. C. (Consult any other books your library has on economics for additional material on the competitive principle of our American way of doing business, and history books for help in arranging the suggested American background stories.)

### Aims

The specific aims of this unit are:

(1) To show that competition is one of the traditional principles of our way of doing business.

(2) To point out how the way of doing business in a dictatorship differs from ours.

(3) To help the pupil recognize the weaknesses and shortcomings of

our competitive way of doing business, and inspire them to do something about correcting these weaknesses.

(4) To help the pupil understand how our way of doing business in a free competitive economy is superior to the way of doing business in a totalitarian country where business is planned by the state on a non-competitive basis.

### Launching the Unit

To launch this unit of study we submit the twelfth installment of our serial story about Antares, the star-boy, who is living on earth and learning about our American way of life.

## The Story: Buried Treasure

FRIDAY morning was story-telling time in Miss Hamilton's fifth grade room.

Each week Miss Hamilton invited one of the old settlers to visit her room and tell the boys and girls a story of early days.

Today Benny Mac's grandfather, was the guest storyteller. He was 97 and still spry as a cricket.

Mr. Hall and Grandpa Hall were together.

"Anybody in this room own a business?" asked Mr. Hall when he came into the room.

Nobody answered, but waited expectantly to hear what else Mr. Hall had to say.

"Would you like to own a business?" Mr. Hall continued.

The boys and girls all nodded their heads and cried, "Yes, yes."

"Well," said Mr. Hall mysteriously, "Grandpa here is going to tell you a story about buried treasure on Cedar Hill, and then we are going there ourselves to look for that treasure. We'll use what we find to set up ourselves in business."

The prospects of a day's outing was so thrilling all the boys and girls began to talk at once. "How will we get there?" Johnny wanted to know. "How long will we stay?" asked Antares. "How will we find the treasure?" asked Jerry.

There was such a hubbub Miss Hamilton had to knock on the desk with the back of an eraser.

"Not so much noise, please," she told them.

All the boys and girls were familiar with Cedar Hill and the stories of buried treasure, but they never tired of hearing about it.

Cedar Hill at its highest point rose about a hundred feet above the plain.

On its top, however, Cedar Hill was almost as flat as a field. The table-like top contained perhaps 10 acres covered with crooked pine trees, gnarled birch trees, and rocks of all sizes from boulders to wafer-like chips that could be sailed off into the wind.

Bears by the score had once built their lairs among the red rocks, but they had long since been all killed off or driven away.

Now it was a safe place and expeditions were often formed to have a picnic on top of Cedar Hill, or to do a little amateur digging for treasure.

The reputation Cedar Hill had as a hiding place of treasure came through Grandpa Hall, but it was really not his own story. He was merely telling the story another man had told him.

As Grandpa Hall had heard the story, and as he retold it, the gold had been buried on Cedar Hill in 1874.

As soon as the boys and girls had settled calmly in their seats, Miss Hamilton introduced Grandpa Hall, and he began his story.

"A band of men were coming in from Rhode Island with their pouches full of gold when they were attacked by the Indians near Cedar Hill," he said.

"They managed to get to the top of the hill where they barricaded themselves behind a pile of boulders. But the Indians eventually killed the whole band with the exception of one man who gathered up all the pouches of gold, and crawled off into an abandoned cave. Badly wounded, he lay in hiding until the Indians went away. Then he was so weak from loss of blood that he knew he never would be able to get to the nearest fort if he carried the gold. So he buried it near a pine tree, and marked the hiding place with a little pyramid of stones. Finally, more dead than alive, he got to the nearby fort.

"Well," said Grandpa Hall, "this here fellow he like to died at the fort and it was nigh a year afore he got back to Cedar Hill."

"Then he couldn't find the gold," interrupted Benny Mac, who had heard the story so often he knew it as well as his grandfather.

"That's sure right," agreed Grandpa Hall, nodding his head until his long mustache waved. "Some pesky bear had knocked over his little pile of stones, and every cedar tree looked alike."

"If the man'd had my gumption," said Benny Mac, "he'd a blazed a tree."

"Sho," said Grandpa Hall, "it's easy to say what he ought to done, but he didn't. Now you got to recollect some things. First off, he was bad wounded, and blood was just pourin' out of him. Second place, them Indians might come back, and they was more like to see a blazed tree than a little pile of rocks."

"Just the same, he ought to a blazed a tree," Benny Mac insisted.

"Anyway," Grandpa Hall said finally, "he didn't, and he couldn't find hide nor hair of the gold. Well, it went on for a long time, this fellow lookin' all the time and never findin' it. He spent a couple of months lookin' for that gold. I reckon he turned over near every rock in Cedar Hill. It nigh drove him crazy."

"Huh!" said Johnny, "it'd drive anybody crazy."

"Mebbe so," Grandpa Hall said doubtfully. "I looked around a couple of times, but it never bothered me none. Anyways, that's the way it went for years. Then I run into this here fellow one day. It was in a blizzard. Snowin', and the wind blowin' down from the north like sixty. Wasn't a day for nobody to be out except dogs. Well, I was out roundin' up a couple of strays, tryin' to get 'em in afore they froze, and old A-rab near fell over this fellow, lyin' in a snowdrift, nigh frozen stiff. You see, this fellow was sick, and ought to been in bed, but he was so plumb crazy to get down to Cedar Hill to look for that gold again that he lit out anyways.

"Well, he'd fainted dead away, and fell off his horse, and here he was, layin' in a snowdrift dead to the world, and his feet froze. 'Course I didn't find out why he was there until later, but that's how it was.

"His horse was standin' there lookin' at him like he thought he was crazy, and I guess mebbe he was, crazy over that gold.

"Anyways, I picked him up and carried him off to a little cabin where I was batchin' and put him to bed. Well,

sir, do you know that when he woke up he wanted to light out after that gold again, and his legs was froze, and I reckon outside it was near zero, and the wind cold as a sharp knife. But sure enough, he was rarin' to go, and the only way I could keep him in bed was to tie him down, which I did.

"He kept on getting worse and I saw he was goin' to die and purty soon he sees it, too. First off, he's just crazy mad, and yellin' and cursin', callin' me worst names you ever heard, just plumb set on gettin' that gold afore he dies.

"But I just kept him tied to the bed, and didn't say nothin'. After a spell he got real quiet, and purty soon he was smilin', and layin' there just as easy as a baby full of milk. Then he says, 'Jonas,——'"

"How'd he know your name?" asked Antares, "if he hadn't seen you before?"

"Oh, I'd told him who I was," Grandpa Hall said. "First thing he woke up. 'Jonas,' he says, 'I got a story to tell you.' Then he told me all what I've just told you, about hidin' the gold, and not bein' able to find it. And then he ends up like this, he says, 'Jonas, I'm glad I'm goin' to die. I'm glad I don't have to look for that gold no more.'"

"Gee," breathed several of the boys and girls in unison.

"Then the poor fellow says, 'Jonas, you can look for that gold if you've a mind to, but don't let it get you crazy. Just about that time he rolled over on his side, gave a couple of jerky little snorts like he was chokin' and in less tim'n it takes to tell it, he was dead.

"Gosh," said Johnny.

"Well," finished Grandpa Hall, "I looked around a couple of times, and turned over a few likely rocks, but was just like him, I never could find hide nor hair of it. I just quit lookin' for I figgered mebbe somebody else had got it durin' the year this here fellow was lyin' sick at the fort, or mebbe he was just dreamin' or lyin'."

"I'll bet he wasn't lying," said Benny Mac. "I'll bet it's still up there, million of dollars."

"Well," said Mr. Hall, "not million and millions, perhaps, but dollars and dollars, anyway."

He waved some mysterious slips of paper in the air. "I'm going to give each one of you a clue sheet with some

words on it. If you can find another sheet exactly like it and with the same words on it, under a rock, or in a hollow tree, or somewhere on Cedar Hill, there'll be a grubstake for each one of you of ten dollars to set you up in business."

"Miss Hamilton and I talked about it last night," continued Mr. Hall, "and we can think of no better way for you to learn about our American way of doing business than to practice it."

"Sounds wonderful," said several of the boys and girls in chorus.

Mr. Hall started passing out the clues as eager hands reached out to take them.

"Hey," said Antares, "my clue says: 'Private ownership of property is protected under the American way of doing business.'"

Bob started to read his clue.

"Aw, go fly a kite," said Jerry, "listen to mine first: 'Our American way of doing business gives to all who are willing to risk a loss, an opportunity to invest and make a profit.'"

Then Bob took his turn: "Our American way of doing business is based upon free competition and individual rights for both the business man and the worker, protected by rules of the game against unfair practices."

"Hear ye! Hear ye!" said Mary, waving her slip of paper above her head, and then lowering it to read: "Under our American way of doing business we have the right to earn and save."

"And under our way of doing business," said Irene, "we have the right to work where we please, and the right to change jobs without permission."

"Individual freedom of opportunity under our American way of doing business is what made America great," read Kirby from his clue.

"Yes," answered Toby, "and our American way of doing business has given us a higher standard of living than any other country in the world."

"My clue is the best of all," insisted Dorothy, raising her voice above the clamor of the room. "It says: 'Freedom of the individual is the main difference between our way and the ways of dictatorship. Our American way of doing business guarantees us freedom of choice . . . freedom to risk, to lose, to win. In a dictatorship people have no choice. They are told what to do. They are slaves.'"

By the time Mr. Hall had passed out all the clues there was such a commotion that Miss Hamilton had to knock on her desk again with an eraser.

"Well, what are we waiting for?"

asked Mr. Hall. "Pile into that bus outside the door and let's be on our way to Cedar Hill!"

"Yeah," said Benny Mac. "Come on prospectors, let's find that gold in them thar hills!"

The boys and girls needed no urging. Shoving and pushing each other in high good humor they headed for the door of the schoolroom.

Mr. Hall turned toward Miss Hamilton. "Looks as if our little scheme is going to work," he said.

"Yes," said Miss Hamilton, smiling.

Grandpa Hall snorted, "In my day, Miss Hamilton, people would of thought you was plumb crazy taking pupils on a treasure hunt to teach 'em the facts of business."

## Things to Make and Do

### History Timetable

THIS activity is a splendid one to help the group place accurately events in world history from which our competitive way of doing business evolved.

The timetable for fifth and sixth grade pupils should be uncomplicated and simple. It might be broken down into four historical periods: ancient, medieval, early American and later American.

Four large sheets of construction paper at least 36 inches square should be labeled according to the use they are to be given, thus: ANCIENT TIMES, MEDIEVAL TIMES, EARLY AMERICAN TIMES, LATER AMERICAN TIMES.

Various facts and stories concerning the historical background and development of our competitive way of doing business which have been discussed and noted in this unit of study should then be written on the sheets of paper.

For example on the ANCIENT TIMES sheet the first notation to appear might be:

In the days of feudalism serfs were slaves to the lords. They cultivated the land on a non-competitive basis.

On the MEDIEVAL TIMES sheet one of the notations might be:

When feudalism began to break up, men began to sell their own goods and their labor in the open-market on a competitive basis at whatever profit the goods and labor would bring.

A notation on the EARLY AMERICAN TIMES sheet might read:

England forced the colonist to buy more from the mother country than they sold to her. England tried to keep the American colonists from making any products that competed with her own.

And, finally, one of the notations on the LATER AMERICAN TIMES sheet might read:

The large trusts of the 1870's and the 1880's practiced unfair competition. Controls were placed by the people, upon these trusts, through democratic processes, without sacrificing any of our economic or political freedoms.

Similarly, notations might be used on all the 14 story suggestions given at the beginning of this study under the heading of SCOPE, to develop the history timetable showing the evolution of our competitive way of doing business.

Suitable illustrations to accompany the notations would make the timetable more interesting and informative.

The four timetable sheets, dealing separately with ancient, medieval, early American and later American times, might be pasted together to form a frieze for exhibiting on the classroom wall.

### Map

Help the pupils to plan and make a neighborhood map on which will be shown the stores, filling stations, flower shops, bakeries, mills, factories, restaurants, stores and all business enterprises that make up a competitive community.

Streets and parks and roads should be properly located.

Encourage pupils to make a list to accompany the map on which they will show varying number of identical businesses that are in competitive operation, as for example: two banks, four drug stores, three beauty shops, six bakeries, two flower shops, fifteen filling stations, five stores, etc.

Help the pupil to understand how he, as customer and a consumer, would be affected if there were only one drug store, one bakery, one filling station, etc. Lead him to see he would have no freedom of choice, that he probably would have to pay higher prices for what he purchased, that the things he bought might even be inferior, due to the absence of competition in the community.

(Continued on page 60)

# IT'S MADE IN CONNECTICUT

**EDITOR'S NOTE:** This department, giving a partial list of peace-time products manufactured in Connecticut by company, seeks to facilitate contacts between prospective purchasers in domestic or foreign markets and producers. It includes only those listings ordered by Connecticut producers. Interested buyers may secure further information by writing this department.

(Advertisement)

<b>Accounting Forms</b> Baker Goodyear Co The New Haven	<b>Automotive Friction Fabrics</b> Russell Mfg Co The Middletown	<b>Blower Systems</b> Colonial Blower Company Plainville Ripley Co Middletown
<b>Accounting Machines</b> Underwood Corporation Bridgeport	<b>Automotive Parts</b> Eis Manufacturing Co (Hydraulic and Mechanical) Middletown	<b>Blueprints and Photostats</b> Joseph Merritt & Co Hartford
<b>Adding Machines</b> Underwood Corporation Bridgeport	<b>Automotive &amp; Service Station Equipment</b> Raybestos Div of Raybestos-Manhattan Inc The (brake service machinery) Bridgeport	<b>Boilers</b> Bigelow Co The New Haven Petroleum Heat & Power Co (domestic only) Stamford
<b>Advertising Specialties</b> H C Cook Co The 32 Beaver St Waterbury	<b>Automotive Tools</b> Eis Manufacturing Company Middletown	<b>Bolts and Nuts</b> Blake & Johnson Co The (nuts, machine screws, bolts, stove) Waterville Clark Brothers Bolt Co Milford O K Tool Co Inc The (T-Slot) 33 Hull St Shelton
<b>Aero Webbing Products</b> Russell Mfg Co Middletown	<b>Badges and Metals</b> Waterbury Companies Inc Waterbury	<b>Bonderizing</b> Clairglow Mfg Company Portland Leeds Electric and Mfg Co The Hartford
<b>Air Compressors</b> Spencer Turbine Co The Hartford	<b>Bakelite Moldings</b> Watertown Mfg Co The Watertown	<b>Bottle Openers</b> Scovill Mfg Co (steel, anodized aluminum) Waterbury
<b>Air Conditioning</b> Norwalk Airconditioning Corp The (forced air heating units oil fired) South Norwalk	<b>Balls</b> Abbott Ball Co The (steel bearing and burnishing) Hartford Hartford Steel Ball Co The (steel bearing and burnishing, brass, bronze, monel, stainless aluminum) Hartford Kilian Steel Ball Corp The Hartford	<b>Box Board</b> Lydall & Foulds Paper Co The Manchester National Folding Box Co Inc New Haven New Haven Pulp & Board Co New Haven Robertson Paper Box Co Montville Robert Gair Co Portland
<b>Air Impellers</b> The Torrington Manufacturing Co Torrington	<b>Barrels</b> Abbott Ball Co The (burnishing and tumbling) Hartford Hartford Steel Ball Co The (tumbling) Hartford	<b>Boxes</b> Clairglow Mfg Company (metal) Portland Folding Cartons Incorporated (paper, folding) Manchester Merriam Mfg Co (steel cash, bond, security, fitted tool and tackle boxes) Durland Robert Gair Co (corrugated and solid fiber shipping containers) Portland
<b>Aircraft</b> Sikorsky Aircraft Division United Aircraft Corporation (helicopters) Bridgeport	<b>Bathroom Accessories</b> Autovre Company The Oakville Charles Parker Co The Meriden	<b>Boxes &amp; Crates</b> City Lumber Co of Bridgeport Inc The Bridgeport
<b>Aircraft Accessories</b> Chandler Evans Division Niles-Bement-Pond Co (jet engine accessories, aircraft carburetors, fuel pumps, water pumps and Protek plugs) West Hartford Warren McArthur Corp (Airplane Seatings) Bantam	<b>Bath Tubs</b> Dextone Company New Haven	<b>Boxes—Paper—Folding</b> Atlantic Carton Corp Norwalk Bridgeport Paper Box Co Bridgeport Carpenter-Hayes Paper Box Co Inc The East Hampton
<b>Aircraft Electrical Testing Equipment</b> United Manufacturing Co Div United Advertising Corp New Haven	<b>Bearings</b> Fafnir Bearing Co (ball) New Britain New Departure Div of General Motors (ball) Bristol	<b>Boxes—Paper—Setup</b> Bridgeport Paper Box Co Bridgeport Heminway Corporation The Waterbury Strouse Adler Company The New Haven
<b>Aircraft Instruments</b> Gorn Electric Company Inc Stamford	<b>Belt Fasteners</b> Bristol Company The Waterbury Saling Manufacturing Company (patented self-aligning) Unionville	<b>Braided Fiberglass Sleeving</b> Ansonia O & C Co Ansonia
<b>Aircraft—Repair &amp; Overhaul</b> Airport Department Pratt & Whitney Aircraft Division Rentschler Field East Hartford United Airports Div United Aircraft Corp Rentschler Field East Hartford	<b>Bellows</b> Bridgeport Thermostat Company Inc (metallic) Bridgeport	<b>Brake Cables</b> Eis Manufacturing Co Middletown
<b>Air Ducts</b> Wiremold Co The (Retractable) Hartford	<b>Bellows Assemblies</b> Bridgeport Thermostat Company Inc Bridgeport	<b>Brake Linings</b> Raybestos Div of Raybestos-Manhattan Inc The (automotive and industrial) Bridgeport Russell Mfg Co The Middletown
<b>Aluminum Castings</b> Eastern Malleable Iron Company The Naugatuck Newton-New Haven Co. 688 Third Avenue West Haven	<b>Bells</b> Bevin Brothers Mfg Co. East Hampton Gong Bell Co The East Hampton Gaynor Electric Company Inc (and buzzers) Bridgeport	<b>Brake Service Parts</b> Eis Manufacturing Co Middletown
<b>Aluminum Forgings</b> Scovill Manufacturing Company Waterbury 91	<b>Belt Fasteners</b> Bristol Company The Waterbury Saling Manufacturing Company (patented self-aligning) Unionville	<b>Brass &amp; Bronze</b> American Brass Co The (sheet, wire, rods, tubes) Waterbury Bristol Brass Corp The (sheet, wire, rods) Bristol
<b>Aluminum Ingots</b> Lapides Metals Corp New Haven	<b>Belt Fasteners</b> Bristol Company The Waterbury Saling Manufacturing Company (patented self-aligning) Unionville	<b>Brass Goods</b> Plume & Atwood Mfg Co The (to order) Waterbury Rostand Mfg Co The (Ecclesiastical Brass Wares) Milford Scovill Manufacturing Company (to order) Waterbury
<b>Aluminum Lests</b> Shoe Hardware Div U S Rubber Company Waterbury	<b>Belting</b> Hartford Belting Co Hartford Russell Mfg Co The Middletown Thames Belting Co The Norwich	<b>Brass Mill Products</b> Bridgeport Brass Co Bridgeport Chase Brass & Copper Co Waterbury Miller Company The (phosphor bronze and brass in sheets, strips, rolls) Meriden Plume & Atwood Mfg Co The (sheet, wire, rod) Thomaston Scovill Manufacturing Company Waterbury Tinsheet Metals Co The (sheets and rolls) Waterbury
<b>Aluminum—Sheets &amp; Coils</b> United Smelting & Aluminum Co Inc New Haven	<b>Bends—Pipe or Tube</b> National Pipe Bending Co The 160 River St New Haven	<b>Brass &amp; Bronze Ingot Metal</b> Plume & Atwood Mfg Co The Thomaston Whipple and Choate Company The Bridgeport
<b>Ammunition</b> Remington Arms Co Inc and Peters Cartridge Div Bridgeport Winchester Repeating Arms Company Division Olin Industries Inc, New Haven	<b>Bicycle Coaster Brakes</b> New Departure Div General Motors Corp Bristol	<b>Brass &amp; Bronze Ingot Metal</b> Plume & Atwood Mfg Co The (to order) Waterbury Rostand Mfg Co The (Ecclesiastical Brass Wares) Milford Scovill Manufacturing Company (to order) Waterbury
<b>Anodizing</b> Conn Metal Finishing Co. Hamden	<b>Bicycle Sundries</b> New Departure Div General Motors Corp Bristol	<b>Brass &amp; Bronze Ingot Metal</b> Plume & Atwood Mfg Co The (to order) Waterbury Rostand Mfg Co The (Ecclesiastical Brass Wares) Milford Scovill Manufacturing Company (to order) Waterbury
<b>Apparel Fabrics—Woolen &amp; Worsted</b> Broad Brook Company Broad Brook	<b>Blinders Board</b> Colonial Board Company Manchester	<b>Brass &amp; Bronze Ingot Metal</b> Plume & Atwood Mfg Co The (to order) Waterbury Rostand Mfg Co The (Ecclesiastical Brass Wares) Milford Scovill Manufacturing Company (to order) Waterbury
<b>Artificial Leather</b> Permatex Fabrics Corp The Jewett City	<b>Biological Products</b> Ernst Bischoff Company Inc Ivoryton	<b>Brass &amp; Bronze Ingot Metal</b> Plume & Atwood Mfg Co The (to order) Waterbury Rostand Mfg Co The (Ecclesiastical Brass Wares) Milford Scovill Manufacturing Company (to order) Waterbury
<b>Asbestos</b> Auburn Manufacturing Company The (gaskets, packings, wicks) Middletown Raybestos Div of Raybestos-Manhattan Inc The (brake linings, clutch facings, sheet packing and wick) Bridgeport	<b>Blackening Salts for Metals</b> Mitchell-Bradford Chemical Co Bridgeport	<b>Brass &amp; Bronze Ingot Metal</b> Plume & Atwood Mfg Co The (to order) Waterbury Rostand Mfg Co The (Ecclesiastical Brass Wares) Milford Scovill Manufacturing Company (to order) Waterbury
<b>Asbestos &amp; Rubber Packing</b> Colt's Manufacturing Company Hartford	<b>Blades</b> Capewell Manufacturing Company Metal Saw Division (hack saw and hand saw) Hartford	<b>Brass &amp; Bronze Ingot Metal</b> Plume & Atwood Mfg Co The (to order) Waterbury Rostand Mfg Co The (Ecclesiastical Brass Wares) Milford Scovill Manufacturing Company (to order) Waterbury
<b>Assemblies—Small</b> Greist Manufacturing Co The New Haven Han-Dee Spring and Manufacturing Co The (Small) Hartford Wallace Barnes Co The Div Associated Spring Corp Bristol	<b>Blankets—Automatic</b> General Electric Company Bridgeport	<b>Brass &amp; Bronze Ingot Metal</b> Plume & Atwood Mfg Co The (to order) Waterbury Rostand Mfg Co The (Ecclesiastical Brass Wares) Milford Scovill Manufacturing Company (to order) Waterbury
<b>Auto Cable Housing</b> Wiremold Company The Hartford	<b>Bleaching, Dyeing, Printing &amp; Finishing</b> Glasco Finishing Co The Glasco United States Finishing Company The (textile fabrics) Norwich	<b>Brass &amp; Bronze Ingot Metal</b> Plume & Atwood Mfg Co The (to order) Waterbury Rostand Mfg Co The (Ecclesiastical Brass Wares) Milford Scovill Manufacturing Company (to order) Waterbury
<b>Automatic Control Instruments</b> Bristol Co The (temperature, pressure, flow, humidity, time) Waterbury	<b>Blowers</b> Howard Company (cupola fire clay) New Haven	<b>Brass &amp; Bronze Ingot Metal</b> Plume & Atwood Mfg Co The (to order) Waterbury Rostand Mfg Co The (Ecclesiastical Brass Wares) Milford Scovill Manufacturing Company (to order) Waterbury
<b>Automobile Accessories</b> Kilborn-Sauer Company (lights and other accessories) Fairfield Raybestos Div of Raybestos-Manhattan Inc The (brake lining, rivet brass, clutch facings, packing) Bridgeport	<b>Blower Fans</b> Colonial Blower Company Plainville Spencer Turbine Co The Hartford	<b>Brass &amp; Bronze Ingot Metal</b> Plume & Atwood Mfg Co The (to order) Waterbury Rostand Mfg Co The (Ecclesiastical Brass Wares) Milford Scovill Manufacturing Company (to order) Waterbury

# IT'S MADE IN CONNECTICUT

Connecti-  
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Plainville  
Middletown

Hartford

New Haven  
Stamford

Machine screw-  
Waterville  
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(Adv.)

**Brass Wall Plates**  
Gaynor Electric Company Inc Bridgeport

**Brick—Building**  
Donnelly Brick Co The New Britain

**Bricks—Fire**  
Howard Company New Haven

**Bright Wire Goods**  
Sargent & Company (Screw Eyes, Screw Hooks, Cup Hooks, Hooks and Eyes, C H Hooks) New Haven

**Broaching**  
Hartford Special Machinery Co The Hartford

**Brooms—Brushes**  
Fuller Brush Co The Hartford

**Buckles**  
B Schwanda & Sons Staffordville  
G E Prentice Mfg Co The Kensington  
Hatheway Mfg Co The (Dee Rings) Bridgeport  
Hawie Mfg Co The Bridgeport  
John M Russell Mfg Co Inc Naugatuck  
North & Judd Manufacturing Co New Britain  
Patent Button Co The Waterbury  
Shoe Hardware Div U S Rubber Company (footwear, clothing and strap) Waterbury

**Buffing Compounds**  
Roberts Rouge Co The Stratford

**Buffing & Polishing Compositions**  
Apothecaries Hall Co Waterbury  
Lea Mfg Co Waterbury

**Buffing Wheels**  
Williamsville Buff Div The Bullard Clark Company Danielson

**Burners**  
Plume & Atwood Mfg Co The (kerosene oil lighting) Waterbury

**Buttons**  
B Schwanda & Sons Staffordville  
Colt's Manufacturing Company Hartford  
L C White Company The Waterbury  
Frank Parizek Manufacturing Co The West Willington

**Cabinets**  
Patent Button Co The Waterbury  
Scovill Manufacturing Company (Uniform and Tack Fasteners) Waterbury 91

**Cable—Asbestos Insulated**  
Charles Parker Co The (medicine) Meriden

**Cable—BX Armored**  
Hartford Builders Finish Co Hartford

**Cable—Nonmetallic Sheath**  
Rockbestos Products Corp New Haven

**Cable—Service Entrance**  
General Electric Company Bridgeport

**Cages**  
General Electric Company Bridgeport

**Cams**  
Andrew B Hendryx Co The (bird and animal) New Haven

**Canvas Products**  
Hartford Special Machinery Co The Hartford  
Rowbottom Machine Company Inc Waterbury

**Capacitors**  
F B Skiff Inc Hartford

**Card Clothing**  
Electro Motive Mfg Co Inc The (mica & trimmer) Willimantic

**Carpenter's Tools**  
Standard Card Clothing Co The (for textile mills) Stafford Springs

**Caskets**  
Sargent & Company (Planes, Squares, Plumb Bobs, Bench Screws, Clamps and Saw Vises) New Haven

**Caskets and Rugs**  
Bigelow-Sanford Carpet Co Thompsonville

**Casket Trimmings**  
Bridgeport Casket Hardware Co The Bridgeport

**Casters**  
Bassick Company The (Industrial and General) Bridgeport

**Casters—Industrial**  
George P Clark Co Windsor Locks

**Castings**  
Bradley & Hubbard Mfg Co The (grey iron, brass, bronze, aluminum) Meriden  
Connecticut Malleable Castings Co (malleable iron castings) New Haven  
Charles Parker Co The (gray iron) Meriden  
Eastern Malleable Iron Company The (malleable iron, metal and alloy) Naugatuck  
Gillette-Vibber The (grey iron, brass, bronze, aluminum, also Bronze Bushing Stock) New London  
John M Russell Mfg Co Inc (brass, bronze and aluminum) Naugatuck

**Castings (continued)**  
Malleable Iron Fittings Co (malleable iron and steel) Branford  
McLagon Foundry Co (gray iron) New Haven  
Newton-New Haven Co (zinc and aluminum) 688 Third Ave West Haven  
Philbrick-Booth & Spencer Inc (grey iron) Hartford

**Chain**  
Scovill Manufacturing Company (Brass & Bronze) Waterbury 91  
Sessions Foundry Co The (gray-iron) Bristol  
Union Mfg Co (gray iron & semi steel) New Britain

**Chain—Welded and Weldless**  
Waterbury Foundry Company The (highway & sash weights) Waterbury  
Wilcox Crittenden & Co Inc (gray iron and brass) Middletown

**Chain—Bead**  
Bradley & Hubbard Mfg Co The (zinc and aluminum) Meriden

**Chain—Welded and Weldless**  
John M Russell Mfg Co Inc Naugatuck

**Chain—Welded and Weldless**  
Bridgeport Chain & Mfg Co Bridgeport

**Chain—Welded and Weldless**  
Bead Chain Mfg Co The Bridgeport

**Chartered Coach Service**  
Connecticut Company The (excursions a specialty) New Haven

**Chemicals**  
American Cynamid & Chemical Corp Waterbury

**Chemicals—Agricultural**  
Apothecaries Hall Co Waterbury  
Edcan Laboratories South Norwalk  
Macalaster Bicknell Company New Haven  
MacDermid Incorporated Waterbury  
Nauatuck Chemical Division United States Rubber Co Naugatuck  
Pfizer & Co Inc Chas Groton

**Chemicals—Aromatic**  
Nauatuck Chemical Division United States Rubber Co Naugatuck

**Chemicals—Aromatic**  
Chromium Corp of America Waterbury  
Chromium Process Company The Shelton  
Nutmeg Chrome Corporation Hartford

**Chromium Plating**  
Chromium Corp of America Waterbury  
Chromium Process Company The Shelton  
Nutmeg Chrome Corporation Hartford

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Chromium Process Company The Shelton  
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Chromium Process Company The Shelton  
Nutmeg Chrome Corporation Hartford

**Chromium Plating**  
Chromium Corp of America Waterbury  
Chromium Process Company The Shelton  
Nutmeg Chrome Corporation Hartford

**Cones**  
Sonoco Products Co (Climax-Lowell Div) Mystic  
(Paper)

**Consulting Engineers**  
Stanley P Rockwell Co Inc The (Consulting) Hartford  
296 Homestead Ave

**Contract Machining**  
Malleable Iron Fittings Company Branford

**Contract Manufacturers**  
Greist Mfg Co The (metal parts and assemblies) New Haven  
503 Blake St

**Contract Manufacturers**  
Merriam Mfg Co (production runs—metal boxes and containers to specifications) Durham  
Plume & Atwood Mfg Co The (metal parts & assemblies) Waterbury  
Scovill Manufacturing Company (metal parts and assemblies) Waterbury 91

**Controllers**  
Bristol Company The Waterbury  
Manning Maxwell & Moore Inc Bridgeport

**Conveyor Systems**  
Leeds Electric and Mfg Co The Hartford

**Copper**  
American Brass Corp The (sheet, wire, rods, tubes) Waterbury  
Bristol Brass Corp The (sheet) Bristol  
Chase Brass & Copper Co (sheet, rod, wire tube) Waterbury  
Thinsheet Metals Co The (sheets and rolls) Waterbury

**Copper Sheets**  
New Haven Copper Co The Seymour

**Copper Shingles**  
New Haven Copper Co The Seymour

**Copper Water Tube**  
Bridgeport Brass Co Bridgeport

**Cords—Asbestos**  
General Electric Company Bridgeport

**Cords—Braided**  
General Electric Company Bridgeport

**Cords—Heater**  
General Electric Company Bridgeport

**Cords—Portable**  
General Electric Company Bridgeport

**Cord Sets**  
General Electric Company Bridgeport

**Cork Cots**  
Sonoco Products Co (Climax-Lowell Div) Mystic

**Corrugated Box Manufacturers**  
Danbury Square Box Co The Danbury

**Corrugated Shipping Cases**  
Connecticut Corrugated Box Div Robert Gair Co Inc Portland  
D L & D Container Corp 87 Shelton Ave New Haven

**Cosmetic Containers**  
Eyelet Specialty Co The Waterbury  
Plume & Atwood Mfg Co The (metal) Waterbury

**Cosmetics**  
J B Williams Co The Glastonbury  
Northam Warren Corporation Stamford

**Cotton Yarn**  
Floyd Cranska Co The Moosup

**Counting Devices**  
Veeder-Root Inc Hartford

**Couplings—Self-Sealing**  
Sperry Products Inc Danbury

**Cut Stone**  
Dextone Co The New Haven

**Cutters**  
Barnes Tool Company The (pipe cutters, hand) New Haven  
O K Tool Co Inc The (inserted tooth milling) 33 Hull St Shelton  
Standard Machinery Co The (rotary board, single and duplex) Mystic

**Delayed Action Mechanism**  
M H Rhodes Inc Hartford  
R W Cramer Company Inc The Centerbrook

**Diamonds—Industrial**  
Diamond Tool and Die Works Hartford

**Dictating Machines**  
Dictaphone Corporation Bridgeport  
Gray Manufacturing Company The Hartford  
Soundsciber Corporation The New Haven

**Die Castings**  
Newton-New Haven Co Inc New Haven

**Die Casting Dies**  
ABA Tool & Engineering Co Manchester  
Parker Stamp Works Inc The Hartford  
Wiemann Bros Mfg Co The Derby

**Die Castings (Aluminum & Zinc)**  
Corbin Cabinet Lock Div American Hardware Corp New Britain  
(Adv.)

# I T ' S M A D E I N C O N N E C T I C U T

**D'e-Heads—Self Opening**  
Eastern Machine Screw Corp The Truman & Barclay Sts New Haven  
Geometric Tool Co The New Haven

**D'es**  
Hoggson & Pettis Mfg Co The 141 Brewery St. New Haven  
Parker Stamp Works Inc The (plastics and die castings) Hartford

**Dies and D'e Sinking**  
Consolidated Industries West Cheshire

**Dish Washing Machines**  
Colt's Manufacturing Company Hartford

**Disk Harrows**  
Orkell Inc—Cutaway Harrow Division Higganum

**Displays**  
Sawyer Display Corp Stamford

**Door Closers**  
P & F Corbin Division The American Hardware Corp New Britain  
Sargent & Company New Haven  
Yale & Towne Manufacturing Company The Stamford

**Dowel Pins**  
Allen Manufacturing Co The Hartford

**Drafting Accessories**  
Joseph Merritt & Co Hartford

**Drilling Machines**  
Henry & Wright Manufacturing Company The (sensitive) Hartford

**Drop Forgings**  
Atwater Mfg Co Plantsville  
Blakeslee Forging Co The Bridgeport  
Bridgeport Hdw Mfg Corp The Bridgeport  
Capwell Mfg Company Hartford  
Consolidated Industries West Cheshire  
Wilcox Crittenden & Co Inc Middletown

**Druggists' Rubber Sundries**  
Seamless Rubber Company The New Haven

**Edged Tools**  
Collins Co The (axes and other edged tools) Collinsville

**Elastic Braid**  
Ansonia O & C Co Ansonia

**Elastic Webbing**  
Ansonia O & C Co Ansonia  
Russell Mfg Co The Middletown

**Electric Appliances**  
General Electric Company Bridgeport

**Electric Cables**  
Rockbestos Products Corp (asbestos insulated) New Haven

**Electric Circuit Breakers**  
Trumbull Electric Mfg Co The Plainville

**Electric—Commutators & Segments**  
Cameron Elec Mfg Co The (rewinding motors) Ansonia

**Electric Cords**  
Rockbestos Products Corp (asbestos insulated) New Haven

**Electric Eye Control**  
United Cinephone Corporation Torrington

**Electric Fixture Wire**  
Rockbestos Products Corp (asbestos insulated) New Haven

**Electric Hand Irons**  
Winsted Hardware Mfg Co (trade mark "Durabil") Winsted

**Electric Insulation**  
Case Brothers Inc Manchester  
Rogers Corporation The Manchester

**Electric Knife Sharpeners**  
Gorn Electric Company Inc Stamford

**Electric Knife Switches**  
Gregory Manufacturing Co Inc The New Haven

**Electric Lighting Fixtures**  
Plume & Atwood Mfg Co The Waterbury

**Electrical Outlet and Switch Boxes, and Covers**  
General Electric Company Bridgeport

**Electric Panel Boards**  
Federal Electric Products Co Inc Hartford  
Trumbull Electric Mfg Co The Plainville

**Electric Safety Switches**  
Federal Electric Products Co Inc Hartford  
Trumbull Electric Mfg Co The Plainville

**Electric Signs**  
United Advertising Corp New Haven

**Electric Specialties**  
Gregory Manufacturing Co Inc The New Haven

**Electric Time Controls**  
R W Cramer Company Inc The Centerbrook

**Electric Timepieces**  
New Haven Clock and Watch Co The (automobile and alarm) New Haven

**Electric Wire**  
Rockbestos Products Corp (asbestos insulated) New Haven

**Electrical Circuit Breakers**  
Federal Electric Products Co Inc Hartford

**Electrical Conduit Fittings & Grounding Specialties**  
Gillette-Vibber Company The New London

**Electrical Control Apparatus**  
Federal Electric Products Co Inc Hartford  
Trumbull Electric Mfg Co The Plainville

**Electrical Goods**  
A C Gilbert Co New Haven

**Electrical Motors**  
U S Electrical Motors Inc Milford

**Electrical Recorders**  
Bristol Co The Waterbury

**Electrical Relays and Controls**  
Allied Control Co Plantsville

**Electrical Wiring Systems**  
Wiremold Co The Hartford

**Electron's**  
Crystal Research Laboratories Inc Hartford  
Gray Manufacturing Company The Hartford  
Ripley Co Middletown

**Electroplating**  
National Sherardizing & Machine Co Hartford  
Waterbury Plating Company Waterbury

**Electroplating—Equipment & Supplies**  
Enthone Inc New Haven  
MacDermid Incorporated Waterbury

**Electroplating Processes & Supplies**  
United Chromium Incorporated Waterbury

**Electrotypes**  
W T Barnum & Co Inc (all classes) New Haven

**Elevators**  
Eastern Machinery Co The (passenger and freight) New Haven  
General Elevator Service Co Hartford

**Enameling**  
Conn Metal Finishing Co Hamden  
Leeds Electric and Mfg Co The (including wrinkle finishes) Hartford  
Waterbury Plating Company Waterbury

**Enameling and Finishing**  
Clairglow Mfg Co Portland

**Engines**  
Pratt & Whitney Aircraft Div United Aircraft Corp (aircraft) East Hartford  
Wolverine Motor Works Inc (diesel stationary marine) Bridgeport

**Envelopes**  
Curtis 1000 Inc Hartford  
United States Envelope Company, Hartford Division Hartford

**Exhibits**  
Sawyer Display Corp Stamford

**Extractors—Tap**  
Walton Company The West Hartford

**Eyelets**  
L C White Company The Waterbury  
Platt Bros & Co The P O Box 1030 Waterbury  
Plume & Atwood Mfg Co The Waterbury  
Scovill Manufacturing Company Waterbury 91

**Eyelets, Ferrules and Wiring Terminals**  
Waterbury Companies Inc Waterbury

**Eyelet Machine Products**  
Waterville Mfg Co The (size 15 machines only) Waterville

**Fancy Dress Buttons and Buckles**  
Waterbury Companies Inc Waterbury

**Fans—Electric**  
General Electric Company Bridgeport

**Fasteners—Slide & Snap**  
G E Prentice Mfg Co The Kensington  
Scoville Manufacturing Company (snap and slide fasteners) Waterbury 91

**Felt**  
Auburn Manufacturing Company The (mechanical, cut parts) Middletown

**Felt—All Purpose**  
American Felt Co (Mills & Cutting Plant) Glenville

**Fibre Board**  
Chas W House & Sons Inc (Mills & Cutting Plant) Unionville

**Fibre Board**  
Case Brothers Inc Manchester  
C H Norton Co The North Westchester  
Rogers Corporation (Specialty) Manchester

**File Cards**  
Standard Card Clothing Co The Stafford Springs

**Film Spools**  
Watkins Manufacturing Co Inc Milford

**Finger Nail Clippers**  
H C Cook Co The 32 Beaver St Ansonia

**Firearms**  
Colt's Manufacturing Company Hartford  
Marlin Firearms Co The New Haven  
Remington Arms Company Inc Bridgeport  
Winchester Repeating Arms Company Division Olin Industries Inc New Haven

**Fire Hose**  
Fabrics Fire Hose (municipal and industrial) Sandy Hook

**Fireplace Goods**  
American Windshield & Specialty Co The Milford  
881 Boston Post Road  
John P Smith Co The (screens) 423-33 Chapel St New Haven

**Fireproof Floor Joists**  
Dextone Co The New Haven

**Fireworks**  
M Backes' Sons Inc Wallingford

**Fishing Tackle**  
Bevin-Wilcox Line Co The (lines) East Hampton

**Flashlights**  
H C Cook Co The 32 Beaver St  
Horton Mfg Co The (reels, rods, lines) Bristol  
Jim Harvey Div Local Industries Inc (nets, lures) Lakeville

**Flashlights**  
Winchester Repeating Arms Company Division Olin Industries Inc New Haven

**Flashlights and Radio Batteries**  
Winchester Repeating Arms Company Division Olin Industries Inc New Haven

**Floor & Ceiling Plates**  
Beaton & Cadwell Mfg Co The New Britain  
Gaynor Electric Company Inc Bridgeport

**Fluorescent Lighting Equipment**  
Vanderman Manufacturing Co The Willimantic

**Food Mixers—Electric**  
Wiremold Company The Hartford

**Forgings**  
General Electric Company Bridgeport

**Forgings**  
Clark Brothers Bolt Co Milldale  
Heppenstall Co (all kinds and shapes) Bridgeport

**Foundries**  
Scovill Manufacturing Company (Non-ferrous) Waterbury 91

**Foundries**  
Connecticut Malleable Castings Co (malleable iron castings) New Haven  
Sessions Foundry Co The (iron) Bristol  
Union Mfg Co (gray iron & semi steel) New Britain

**Foundry Riddles**  
Wilcox Crittenden & Co Inc (iron, brass, aluminum and bronze) Middletown

**Foundry Riddles**  
John P Smith Co The 423-33 Chapel St New Haven

**Furnaces**  
Rolock Inc (brass, galvanized, steel) Southport

**Furnaces**  
Norwalk Airconditioning Corp The (warm air oil fired) South Norwalk  
W S Rockwell Company (Industrial) Fairfield

**Furnace Linings**  
Mullite Refractories Co The Shelton

**Furniture Pads**  
Gilman Brothers Company The Gilman

**Fuse Blocks**  
Gregory Manufacturing Co Inc The New Haven

**Fuses—Plug and Cartridge**  
General Electric Company Bridgeport

**Gage Blocks**  
Fonda Gage Company (Fonda lifetime carbide and steel) Stamford

**Galvanizing**  
Malleable Iron Fittings Co Branford  
Wilcox Crittenden & Co Inc Middletown

**Galvanizing & Electrical Plating**  
Gillette-Vibber Co The New London

**Gaskets**  
Auburn Manufacturing Company The (from all materials) Middletown  
Raybestos Div of Raybestos-Manhattan Inc The Bridgeport

**Gauges**  
Bristol Co The (pressure and vacuum—recording automatic control) Waterbury  
Fonda Gage Company (special) Stamford  
Helicoid Gage Division American Chain & Cable Co Inc (pressure and vacuum) Bridgeport

**Gears and Gear Cutting**  
Manning Maxwell & Moore Inc Stratford

**Giftwares**  
Hartford Special Machinery Co The Hartford

**Glass Blowing**  
Waterbury Companies Inc Waterbury

**Glass Cutters**  
Macalaster Bicknell Company New Haven

**Golf Equipment**  
Fletcher-Terry Co The Forestville

**Governors**  
Horton Mfg Co The (clubs, shafts, balls, bags) Bristol  
Pickering Governor Co The (speed regulating centrifugal, hydraulic) Portland (Adv.)

# IT'S MADE IN CONNECTICUT

<b>Greeting Cards</b>		<b>Hydraulic Controls</b>		<b>Laundry Roll Covers</b>	
A D Steinbach & Sons Inc	New Haven	Sperry Products Inc	Danbury	Atlas Powder Company (Revolute)	Stamford
<b>Grinding</b>		<b>Industrial Finishes</b>		<b>Leather</b>	
Centerless Grinding Co Inc	The (Precision custom grinding; centerless, cylindrical, surfaces, internal and special)	Chemical Coatings Corporation	Rocky Hill	Herman Roser & Sons Inc (Genuine Pigskin)	Glastonbury
		United Chromium Incorporated	Waterbury	Geo A Shepard & Sons Co The (sheepskin, shoe upper, garment, grain and suede)	Bethel
		Zapon Finishes Atlas Powder Co	Stamford	<b>Leather Dog Furnishings</b>	
Hartford Special Machinery Co	The (gears, threads, cams and splines)	<b>Industrial and Marking Tapes</b>		Andrew B Hendryx Co The	New Haven
<b>Grinding Machines</b>		Seamless Rubber Company The	New Haven	<b>Leather Goods Trimmings</b>	
Rowbottom Machine Company Inc	(cam)	<b>Industrial Refrigeration</b>		G E Prentice Mfg Co The	Kensington
	Waterbury	Bowser Inc Refrigeration Division (Specialists)	Terryville	<b>Leather, Mechanical</b>	
<b>Grommets</b>		<b>Infra-Red Equipment</b>		Auburn Manufacturing Company	The (packings, cubs, washers, etc)
Plume & Atwood Mfg Co The	Waterbury	Leeds Electric and Mfg Co The	Hartford	<b>Letterheads</b>	
<b>Hand Tools</b>		<b>Insecticides</b>		Lehman Brothers Inc (designers, engravers, lithographers)	New Haven
Bridgeport Hdwe Mfg Corp The	(nail pullers, scout axes, box opening tools, trowels, coping saws, putty knives)	American Cyanamid & Chemical Corp	Waterbury	<b>Lighting Accessories—Fluorescent</b>	
James J Ryan Tool Works The	(screwdrivers, machinists' punches, cold chisels, scratch awls and nail sets)	Darworth Incorporated ("Coracide" Dispenser)	Simabury	General Electric Company	Norfolk
<b>Hardware</b>		<b>Insecticide Bomb</b>		<b>Lights—Trouble</b>	
Basicck Company The (Automotive)	Bridgeport	Bridgeport Brass Company (Aer*a*sol)	Bridgeport	General Electric Company	Bridgeport
P & F Corbin Division The American Hardware Corp (builders)	New Britain	<b>Insulated Wire Cords &amp; Cable</b>		<b>Lighting Equipment</b>	
Sargent & Company	New Haven	Kerite Insulated Wire & Cable Co Inc	The Seymour	Miller Co The (Miller, Duplexalite, Meriden)	
Wilcox Crittenden & Co Inc	(marine heavy and industrial)	Bristol Company The	Waterbury	<b>Lithography</b>	
Yale & Towne Manufacturing Company The	(builders)	J-B-T Instruments Inc (Electrical and Temperature)	New Haven	Kellogg & Bulkeley A Division of Connecticut Printers Inc	Hartford
<b>Hardware—Marine &amp; Bus</b>		Manning Maxwell & Moore Inc	Bridgeport	New Haven Printing Company The	New Haven
Rostand Mfg Co The	Millford	<b>Insulation</b>		<b>Locks—Banks</b>	
<b>Hardware—Trailer Cabinet</b>		Gilman Brothers Co The	Gilman	Yale & Towne Manufacturing Company The	Stamford
Excelsior Hardware Co The	Stamford	<b>Insulating Refractories</b>		<b>Locks—Builders</b>	
<b>Hardware, Trunk &amp; Luggage</b>		Mullite Refractories Co The	Shelton	P & F Corbin Division The American Hardware Corp	New Britain
Corbin Cabinet Lock Div American Hardware Corp	New Britain	<b>Insulating Tape</b>		Sargent & Company	New Haven
J H Sessions & Son	Bristol	Ansonia O & C Co	Ansonia	Yale & Towne Manufacturing Company The	Stamford
Yale & Towne Manufacturing Company The	Stamford	<b>Inter-Communications Equipment</b>		<b>Locks—Cabinet</b>	
<b>Hat Machinery</b>		Connecticut Telephone & Electric Division of Great American Industries Inc	Meriden	Corbin Cabinet Lock Div American Hardware Corp	New Britain
Doran Bros Inc	Danbury	<b>Interval Timers</b>		Excelsior Hardware Co The	Stamford
<b>Health, Surgical &amp; Orthopedic Supports</b>		Lux Clock Manufacturing Company	Waterbury	Yale & Towne Manufacturing Company The	Stamford
Berger Brothers Company The (custom made for back, breast, and abdomen)	New Haven	Rhodes Inc M H	Hartford	<b>Locks—Special Purpose</b>	
<b>Heat Exchangers</b>		<b>Ironing Machines—Electric</b>		Yale & Towne Manufacturing Company The	Stamford
Whitlock Manufacturing Co The	Hartford	General Electric Company	Bridgeport	<b>Locks—Suit-Case and Trimmings</b>	
<b>Heat Treating</b>		Case Brothers Inc	Manchester	Corbin Cabinet Lock Div American Hardware Corp	New Britain
A F Holden Co The 52 Richard St	West Haven	J H Sessions & Son	Bristol	Excelsior Hardware Co The	Stamford
Bennett Metal Treating Co The	1945 New Britain Ave	<b>Jacquard</b>		<b>Locks—Trunk</b>	
Driscoll Wire Company The	Shelton	<b>Japanning</b>		Yale & Towne Manufacturing Company The	Stamford
<b>The New Britain Machine Co</b>		Waterbury Companies Inc	Waterbury	Excelsior Hardware Co The	Stamford
Stanley P Rockwell Co Inc	New Britain	Jig Borer	Bridgeport	<b>Locks—Zipper</b>	
296 Homestead Ave	Hartford	Moore Special Tool Co (Moore)	Bridgeport	Excelsior Hardware Co The	Stamford
<b>Heat-Treating Equipment</b>		Jig Grinder	Bridgeport	<b>Loom—Non-Metallic</b>	
A F Holden Company The 52 Richard Street	West Haven (Main Plant)	Moore Special Tool Co (Moore)	Bridgeport	Wiremold Company The	Hartford
Autoyre Company The	Oakville	Raybestos Div of Raybestos-Manhattan Inc The (compressed sheet)	Bridgeport	<b>Luggage Fabric</b>	
Stanley P Rockwell Co Inc	The (commercial)	<b>Key Blanks</b>		Falls Company The	Norwich
296 Homestead Ave	Hartford	Corbin Cabinet Lock Div American Hardware Corp	New Britain	<b>Lumber &amp; Millwork Products</b>	
Wallace Barnes Co The Div Associated Spring Corp	Bristol	Sargent & Company	New Haven	City Lumber Co of Bridgeport Inc	Bridgeport
<b>Heat Treating Salts and Compounds</b>		Yale & Towne Manufacturing Company The	Stamford	<b>Machinery</b>	
A F Holden Company The	52 Richard Street	J & J Cash Inc (Woven)	South Norwalk	Fenn Manufacturing Company The (Special)	Hartford
Mitchell-Bradford Chemical Co	Bridgeport	Naugatuck Chemical Division United States Rubber Co (for rubber articles)	Naugatuck	Globe Tapping Machine Company (dial type drilling and tapping)	Bridgeport
<b>Heating Apparatus</b>		<b>Label Moisteners</b>		Hallden Machine Company The (mill)	Thomaston
Miller Company The (domestic oil burners and heating devices)	Meriden	Better Packages Inc	Shelton	Standard Machinery Co The (bookbinders)	Mystic
<b>Heavy Chemicals</b>		<b>Laboratory Equipment</b>		Torrington Manufacturing Co The (mill)	Torrington
Naugatuck Chemical Division United States Rubber Co (sulphuric, nitric and muriatic acids and aniline oil)	Naugatuck	Bowser Inc Refrigeration Division	Terryville	<b>Machine Bases</b>	
<b>Hex-Socket Screws</b>		Eastern Industries Inc	New Haven	State Welding Co The (Fabricated Steel & Salvage of Broken Castings)	Hartford
Bristol Company The	Waterbury	Macalaster Bicknell Company	New Haven	<b>Machine Tools</b>	
<b>Highway Guard Rail Hardware</b>		<b>Laboratory Supplies</b>		Bullard Company The	Bridgeport
Malleable Iron Fittings Co	Brantford	Lacquers & Synthetic Enamels	Rocky Hill	<b>Machine Work</b>	
<b>Hinges</b>		Dagmar Chemical Company Inc	Glenbrook	Coulter & McKenzie Machine Co The (Light and heavy job and contract work)	Bridgeport
Homer D Bronson Company	Beacon Falls	United Chromium Incorporated	Waterbury	Fenn Manufacturing Company The (precision parts)	Hartford
<b>Hobs and Hobbings</b>		Zapon Finishes Atlas Powder Co	Stamford	Grandahl Tool and Machine Company	Hartford
ABA Tool & Engineering Co	Manchester	<b>Ladders</b>		Hartford Special Machinery Co The (contract work only)	Hartford
<b>Hoists and Trolleys</b>		A W Flint Co	196 Chapel St New Haven	National Sherardizing & Machine Co	Hartford
Union Mfg Company	New Britain	<b>Lamps</b>		Parker Stamp Works Inc The (Special)	Hartford
<b>Home Laundry Equipment</b>		Plume & Atwood Mfg Co The (metal oil)	Waterbury	Swan Tool & Machine Co The	Hartford
General Electric Company	Bridgeport	<b>Lampholders—Incandescent and Fluorescent</b>		Torrington Manufacturing Co The (special rolling mill machinery)	Torrington
<b>Hose Supporters</b>		Verplex Company The	Essex	<b>Machines</b>	
Ansonia O & C Co	Ansonia	<b>Lathes—Contin-U-Matic</b>		Campbell Machine Div American Chain & Cable Co Inc (cutting & nibbling)	Bridgeport (Advt.)
<b>Hose Supporter Trimmings</b>		Bullard Company The (vertical multi-spindle-continuous turning type)	Bridgeport		
Hawie Mfg Co The (So-Lo Grip Tabs)	Bridgeport	<b>Lathes—30H Man-Au-Trol</b>			
<b>Hospital Signal Systems</b>		Bullard Company The (horizontal 3 spindle)	Bridgeport		
Connecticut Telephone & Electric Division of Great American Industries Inc	Meriden	<b>Lathes—Multi-Au-Matic</b>			
<b>Hot Water Heaters</b>		Bullard Company The (vertical multi-spindle-indexing type)	Bridgeport		
Petroleum Heat & Power Co (Instantaneous domestic oil burner)	Stamford	<b>Lathes—Vertical Turret</b>			
<b>Hydraulic Brake Fluids</b>		Bullard Company The (single spindle)	Bridgeport		
Eis Manufacturing Co	Middletown				

# IT'S MADE IN CONNECTICUT

<b>Machines (Continued)</b>		<b>Metal Cleaners</b>		<b>Nickel Silver Ingot</b>	
Coulter & McKenzie Machine Co The (Special, new development engineering design and construction)	Bridgeport	Apothecaries Hall Co	Waterbury	Whipple and Choate Company The	Bridgeport
Patent Button Company The	Waterbury	MacDermid Incorporated	Waterbury	<b>Night Latches</b>	
Special Devices Inc (Special, new developments, engineering design and construction)	Berlin	<b>Metal Cleaning Machines</b>	Hartford	P & F Corbin Division The American Hardware Corp	New Britain
<b>Machines—Automatic</b>		<b>Metal Finishes</b>	Bridgeport	Sargent & Company	New Haven
A H Nilson Mach Co The (Special)	Bridgeport	United Chromium Incorporated	Waterbury	Yale & Towne Manufacturing Company The	Stamford
<b>Machines—Automatic Chucking</b>		<b>Metal Finishing</b>		<b>Non-ferrous Metal Castings</b>	
Bullard Company The	Bridgeport	National Sherardizing & Machine Co	Hartford	Miller Company The	Meriden
New Britain-Gridley Machine Division		Waterbury Plating Company	Waterbury	<b>Nuts, Bolts and Washers</b>	Milford
The New Britain Machine Co (multiple spindle and double end)	New Britain	<b>Metalizing</b>	Hamden	Clark Brothers Bolt Co	
<b>Machines—Automatic Screw</b>		<b>Metal Novelties</b>	St Ansonia	<b>Office Equipment</b>	Stamford
New Britain-Gridley Machine Division		H C Cook Co The 32 Beaver	St Ansonia	Pitney-Bowes Inc	Stamford
The New Britain Machine Co (single and multiple spindle)	New Britain	<b>Metal Products</b>		Underwood Corporation Bridgeport &	Hartford
<b>Machines—Automatic Shaft Turning</b>		State Welding Company The	Hartford	<b>Offset Printing</b>	
Bullard Company The (30H lathe—horizontal 3 spindle)	Bridgeport	<b>Metal Products—Stampings</b>		Kellogg & Bulkeley A Division of Connecticut Printers Inc	Hartford
<b>Machines—Conveyor</b>		J H Sessions & Son	Bristol	New Haven Printing Company The	New Haven
Bullard Company The (Bullard-Dunn rotary conveyor indexing type)	Bridgeport	Scovill Manufacturing Company (Made-to-Order)	Waterbury 91	<b>Oil Burners</b>	
<b>Machines—Contin-U-Matic</b>		<b>Metal Specialties</b>		Malleable Iron Fittings Co (domestic)	Meriden
Bullard Company The (vertical multi-spindle—continuous turning)	Bridgeport	Excelsior Hardware Co The	Stamford	Miller Company The (domestic)	Meriden
<b>Machines—Drill Spacing</b>		<b>Metal Stampings</b>		Petroleum Heat & Power Co (domestic, commercial and industrial)	Stamford
Bullard Company The (Man-Au-Trol spacer—used in conjunction with radial drills)	Bridgeport	Autoyre Co The (Small)	Oakville	Silent Glow Oil Burner Corp The	Hartford
<b>Machines—Forming</b>		Bridgeport Chain & Mfg Co The	Bridgeport	1477 Park St	Fairfield
A H Nilson Mach Co The (four-slide wire and ribbon stock)	Bridgeport	DooVal Tool & Mfg Inc The	Naugatuck	W S Rockwell Company (Industrial)	Fairfield
<b>Machines—Mult-Au-Matic</b>		Excelsior Hardware Co The	Stamford	<b>Oil Burner Wick</b>	
Bullard Company The	Bridgeport	Grandahl Tool and Machine Company	Hartford	Raybestos Div of Raybestos-Manhattan Inc The	Bridgeport
<b>Machines—Paper Ruling</b>		Greist Mfg Co The 503 Blake St	New Haven	<b>Oil Tanks</b>	
John McAdams & Sons Inc	Norwalk	Hayes Metal Stampings Inc	Hartford	Norwalk Tank Co The (550 to 30M gals underwriters above and under ground)	South Norwalk
<b>Machines—Precision Boring</b>		H C Cook Co The 32 Beaver	St Ansonia	Whitlock Manufacturing Co The	Hartford
New Britain-Gridley Machine Division		J A Otterbein Company The (metal fabrications)	Middletown	<b>Optical Cores &amp; Ingots</b>	Thomaston
The New Britain Machine Co	New Britain	J H Sessions & Son	Bristol	Plume & Atwood Mfg Co The	
<b>Machines—Slotting</b>		Patent Button Co The	Waterbury	<b>Outlets—Electric</b>	Bridgeport
Waterbury Farrel Foundry & Machine Co	Waterbury	G E Prentice Mfg Co The	Kensington	General Electric Company	
The (screw head)	Waterbury	Plume & Atwood Mfg Co The	Waterbury	<b>Ovens</b>	
<b>Machines—Thread Rolling</b>		Saling Manufacturing Company	Unionville	W S Rockwell Company (Industrial)	Fairfield
Waterbury Farrel Foundry & Machine Co	Waterbury	Stanley Works The	New Britain	<b>Package Sealers</b>	Shelton
The	Waterbury	Swan Tool & Machine Co The	Hartford	Better Packages Inc	
<b>Machines—Well Drilling</b>		Verplex Company The (Contract)	Essex	<b>Packing</b>	
Consolidated Industries	West Cheshire	Sprague Meter Company	Bridgeport	Auburn Manufacturing Company The (leather, rubber, asbestos, fibre)	Middletown
<b>Machinery—Bolt and Nut</b>		<b>Meters—Gas</b>		Raybestos Div of Raybestos-Manhattan Inc The (rubber sheet and automotive)	Bridgeport
Waterbury Farrel Foundry & Machine Co	Waterbury	<b>Meters—Parking</b>		<b>Padlocks</b>	
The	Waterbury	Rhodes Inc M H	Hartford	Corbin Cabinet Lock Div American Hardware Corp	New Britain
<b>Machinery—Cold Heading</b>		<b>Microscope—Measuring</b>		Sargent & Company	New Haven
Waterbury Farrel Foundry & Machine Co	Waterbury	Lundeberg Engineering Company	Hartford	Yale & Towne Manufacturing Company The	Stamford
<b>Machinery Dealers &amp; Rebuilders</b>		<b>Milk Bottle Carriers</b>		<b>Painting—Infra Red Baking</b>	
Botwinik Brothers	New Haven	John P Smith Co The 423-33 Chapel St	New Haven	Grandahl Tool and Machine Company	Hartford
J L Lucas and Son	Fairfield	Hartford Builders Finish Co	Hartford	<b>Paints and Enamels</b>	
<b>Machinery—Metal-Working</b>		<b>Millboard</b>		Staminate Corp The	New Haven
Bristol Metal-Working Equipment	Hartford	Raybestos Div of Raybestos-Manhattan Inc The (asbestos)	Bridgeport	Tredennick Paint Mfg Co The	Meriden
Waterbury Farrel Foundry & Machine Co	Waterbury	<b>Milling Machines</b>		<b>Panta</b>	Bridgeport
The	Waterbury	Rowbottom Machine Company Inc (cam)	Waterbury	Moore Special Tool Co (crush wheel dresser)	Bridgeport
<b>Machinery—Nut</b>		<b>Mill Supplies</b>		<b>Paperboard</b>	
Waterbury Farrel Foundry & Machine Co	Waterbury	Wilcox Crittenden & Co Inc	Middletown	Connecticut Corrugated Box Div Robert Gallo Co Inc	Portland
The (forming and tapping)	Waterbury	<b>Minute Minders</b>		New Haven Pulp & Board Co The New Haven	Montville
<b>Machinery—Screw and Rivet</b>		Lux Clock Mfg Co The	Waterbury	Robertson Paper Box Co	
Waterbury Farrel Foundry & Machine Co	Waterbury	<b>Mirror Rosettes and Hangers</b>		<b>Paper Boxes</b>	
The	Waterbury	Waterbury Companies Inc	Waterbury	Atlantic Carton Corp (folding)	Norwich
<b>Machinery—Wire Drawing</b>		<b>Mixing Equipment</b>		National Folding Box Co Inc (folding)	New Haven
Waterbury Farrel Foundry & Machine Co	Waterbury	Eastern Industries Inc	New Haven	New Haven Pulp & Board Co The New Haven	Montville
The	Waterbury	<b>Monuments</b>		Robertson Paper Box Co (folding)	Montville
<b>Mail Boxes, Apartment &amp; Residential</b>		Beij & Williams Co The	Hartford	<b>Paper Boxes—Folding and Setup</b>	
Corbin Cabinet Lock Div American Hardware Corp	New Britain	Gaynor Electric Company Inc	Bridgeport	Bridgeport Paper Box Company	Bridgeport
<b>Mailing Machines</b>		<b>Moulded Plastic Products</b>		M Backes' Sons Inc	Wallingford
Pitney-Bowes Inc	Stamford	Colt's Manufacturing Company	Hartford	Warner Brothers Company The	Bridgeport
<b>Manganese Bronze Ingot</b>		Patent Button Co The	Waterbury	<b>Paper Clips</b>	
Whipple and Choate Company	Bridgeport	Waterbury Companies Inc	Waterbury	H C Cook Co The (steel) 32 Beaver	St Ansonia
<b>Marine Engines</b>		Watertown Mfg Co The 117 Echo	Lake Road	<b>Paper Tubes and Cores</b>	
Kilborn-Sauer Company (running lights and searchlights)	Fairfield	<b>Mouldings</b>	Watertown	Sonoco Products Co (Climax-Lowell Div)	Mystic
Lathrop Engine Co The	Mystic	Himmel Brothers Co The (architectural, metal and store front)	Hamden	<b>Parallel Tubes</b>	
<b>Marine Equipment</b>		<b>Moulds</b>		Sonoco Products Co (Climax-Lowell Div)	Mystic
Wilcox Crittenden & Co Inc	Middletown	ABA Tool & Engineering Co	Manchester	<b>Parkerizing</b>	
<b>Marine Reverse Gears</b>		Hoggson & Pettis Mfg Co The (steel)	New Haven	Claireglow Mfg Company	Portland
Snow-Nabstedt Gear Corp The	New Haven	114 Brewery St	New Haven	<b>Parking Meters</b>	
<b>Marking Devices</b>		Lundeberg Engineering Company (plastics)	Hartford	Rhodes Inc M H	Hartford
Hoggson & Pettis Mfg Co The	New Haven	Parker Stamp Works Inc The (compression injection & transfer for plastics)	Hartford	<b>Passenger Transportation</b>	
Parker Stamp Works Inc The (steel)	Hartford	Sessions Foundry Co The (heat resisting for non-ferrous metals)	Bristol	Connecticut Company The (local, suburban and interurban)	New Haven
<b>Matrices</b>		<b>Napper Clothing</b>		<b>Pet Furnishings</b>	
W T Barnum & Co Inc	New Haven	Standard Card Clothing Co The (for textile mills)	Stafford Springs	Andrew B Hendryx Co The	New Haven
<b>Mattresses</b>		<b>Nickel Anodes</b>		<b>Pharmaceutical Specialties</b>	Ivoryton
Waterbury Mattress Co	Waterbury	Apothecaries Hall Co	Waterbury	<b>Phosphor Bronze</b>	
<b>Mechanical Specialties</b>		Seymour Mfg Co The	Seymour	Miller Company The (sheets, strips, rolls)	Meriden
Gregory Manufacturing Co Inc The	New Haven	<b>Nickel Silver</b>		Seymour Mfg Co The	Seymour
<b>Mechanics Hand Tools</b>		Plume & Atwood Mfg Co The	Thomaston	Waterbury Rolling Mills Inc (sheets, strips, rolls)	Waterbury
Bridgeport Hdwe Mfg Corp The (screw drivers, wrenches, pliers, cold chisels, hammers, auto repair tools)	Bridgeport	Waterbury Rolling Mills Inc (sheets, strips, rolls)	Waterbury		(Adv)

# U T I T ' S M A D E I N C O N N E C T I C U T

**Phosphor Bronze Ingots**  
Whipple and Choate Company The Bridgeport

**Photographic Equipment**  
Kalart Company Inc Plainville

**Photo Reproduction**  
New Haven Printing Company The New Haven

**Piano Repairs**  
Pratt Read & Co Inc (keys and action) Ivoryton

**Piano Supplies**  
Pratt Read & Co (keys and actions, backs, plates) Ivoryton

**Pin Up Lamps**  
Verplex Company The Essex

**Pipe**  
American Brass Co The (brass and copper) Waterbury  
Bridgeport Brass Co (brass & copper) Bridgeport

Chase Brass & Copper Co (red brass and copper) Waterbury  
Crane Company (fabricated) Bridgeport  
Howard Co (cement well and chimney) New Haven

**Pipe Fittings**  
Corley Co Inc The (300# AAR) Plainville  
Malleable Iron Fittings Co Branford

**Pipe Plugs**  
Holo-Krome Screw Corporation The (counter-sunk) West Hartford

**Plastics**  
Nauauguck Chemical Division United States Rubber Co Nauauguck

**Plastic Buttons**  
Colt's Manufacturing Company Hartford  
Frank Parizek Manufacturing Co The West Willington

Waterbury Companies Inc Waterbury  
Patent Button Co The Waterbury

**Plastic Gems**  
Colt's Manufacturing Company Hartford

**Plastic—Moulders**  
Colt's Manufacturing Company Hartford  
Conn Plastics Waterbury  
General Electric Company Meriden  
Geo S Scott Mfg Co The Wallingford  
Waterbury Companies Inc Waterbury  
Watertown Mfg Co The Watertown

**Plastics—Moulds & Dies**  
Parker Stamp Works Inc The (for plastics) Hartford

**Plasticrete Bloc**  
Plasticrete Corp Hamden

**Plates—Switch**  
General Electric Company Bridgeport

**Platers**  
Christie Plating Co Groton  
Patent Button Co The Waterbury  
Plainville Electro Plating Co The Plainville  
Waterbury Plating Company Waterbury  
Chromium Process Company The (Chromium Plating only) Derby

**Platers—Chrome**  
Plainville Electro Plating Co The Plainville

**Platers' Equipment**  
Apothecaries Hall Company Waterbury  
MacDermid Incorporated Waterbury

**Platers Metal**  
Plume & Atwood Mfg Co The Thomaston

**Plating**  
Conn Metal Finishing Co Hamden

**Plating Processes and Supplies**  
United Chromium Incorporated Waterbury

**Plumbers' Brass Goods**  
Bridgeport Brass Co Bridgeport  
Keeney Mfg Co The (special bends) Newington

Scovill Manufacturing Company Waterbury 48

**Plumbing Specialties**  
John M Russell Mfg Co Inc Naugatuck

**Pole Line Hardware**  
Malleable Iron Fittings Co Branford

**Polishing Wheels**  
Williamsville Buff Div The Bullard Clark Company Danielson

**Poly Chokes**  
Poly Choke Company The (a shotgun choking device) Tariffville

**Postage Meters**  
Pitney-Bowes Inc Stamford

**Powdered Metal Products**  
Waterbury Companies Inc Waterbury

**Prefabricated Buildings**  
City Lumber Co of Bridgeport Inc The Bridgeport

**Preservatives—Wood, Rope, Fabric**  
Darworth Incorporated ("Cuprinol") Simsbury

**Press Buttons**  
Gaynor Electric Company Inc Bridgeport

**Press Papers**  
Case Brothers Inc Manchester

**Presses**  
Henry & Wright Manufacturing Company The (automatic mechanical) Hartford  
Standard Machinery Co The (plastic molding, embossing, and die cutting) Mystic

**Presses—Power**  
Waterbury Farrel Foundry & Machine Co The Waterbury

**Pressure Vessels**  
Norwalk Tank Co Inc The (unfired to ASME Code Par U 69-70) South Norwalk  
Whitlock Manufacturing Co The Hartford

**Printing**  
Case Lockwood & Brainard A Division of Connecticut Printers Inc Hartford  
Finlay Brothers Hartford  
Heminway Corporation The Waterbury  
Hunter Press Hartford  
New Haven Printing Company The New Haven

Taylor & Greenough Co The Hartford  
T B Simonds Inc Hartford

**Printing Machinery**  
The Walker-Rackliff Company New Haven

**Printing Presses**  
Thomas W Hall Company Stamford

**Printing Rollers**  
Banthin Engineering Co (automatic) Bridgeport

Chambers-Storck Company Inc The (engraved) Norwich

**Production Control Equipment**  
United Cinephone Corporation Torrington  
Wassell Organization (Produc-Trol) Westport

**Production Welding**  
Consolidated Industries West Cheshire

**Propellers—Aircraft**  
Hamilton Standard Propellers Div United Aircraft Corp East Hartford

**Pumps**  
Yale & Towne Manufacturing Company The (Tri-rotor) Stamford

**Pumps—Small Industrial**  
Eastern Industries Inc New Haven

**Pump Valves**  
Colt's Manufacturing Company Hartford

**Punches**  
Hoggson & Pettis Mfg Co The (ticket & cloth) New Haven  
141 Brewery St

**Putty Softeners—Electrical**  
Fletcher Terry Co The Box 415 Forestville

**Pyrometers**  
Bristol Co The (recording and controlling) Waterbury

**Quartz Crystals**  
Crystal Research Laboratories Inc Hartford

**Radiation-Finned Copper**  
Bush Manufacturing Co West Hartford  
G & O Manufacturing Company The New Haven

Vulcan Radiator Co The (steel and copper) Hartford

**Radio and Television Components**  
General Electric Company Bridgeport

**Radio Receivers**  
General Electric Company Bridgeport

**Rayon Specialties**  
Hartford Rayon Corporation The Rocky Hill

**Rayon Yarns**  
Hartford Rayon Corporation The Rocky Hill

**Reamers**  
O K Tool Co Inc The (inserted tooth) Shelton  
33 Hull St

**Recorders**  
Bristol Co The (automatic controllers, temperature, pressure, flow, humidity) Waterbury

**Reduction Gears**  
Snow-Nabstedt Gear Corp The New Haven

**Refractories**  
Howard Company New Haven

**Regulators**  
Norwalk Valve Company (for gas and air) South Norwalk  
Sorensen & Company Inc Stamford

**Resistance Wire**  
C O Jelliff Mfg Co The (nickel, chromium, kanthal) Southport

**Respirators**  
American Optical Company Safety Division Putnam

**Retainers**  
Hartford Steel Ball Co The (bicycle & automotive) Hartford

**Riveting Machines**  
Grant Mfg & Machine Co The Bridgeport  
H P Townsend Manufacturing Co The Elmwood

L-R Mfg Div of The Ripley Co Torrington  
Raybestos Div of Raybestos-Manhattan Inc The (brake service equipment) Bridgeport

**Rivets**  
Blake & Johnson Co The (brass, copper and non-ferrous) Waterville  
Clark Brothers Bolt Co Milldale  
Connecticut Manufacturing Company The Waterbury

Plume & Atwood Mfg Co The Waterbury  
J H Sessions & Sons Bristol  
Raybestos Div of Raybestos-Manhattan Inc The (brass and aluminum tubular and solid copper) Bridgeport  
Raybestos Div of Raybestos-Manhattan Inc The (iron) Bridgeport

**Roasters—Electric**  
General Electric Company Bridgeport

**Rods**  
Bristol Brass Corp The (brass and bronze) Bristol  
Scovill Manufacturing Company (brass and bronze) Waterbury 91

**Roller Skates**  
Winchester Repeating Arms Company Division Olin Industries Inc New Haven

**Rolling Mills and Equipment**  
Waterbury Farrel Foundry & Machine Co The Waterbury

**Rope Wire**  
American Steel & Wire Company New Haven

**Rubber Chemicals**  
Nauauguck Chemical Division United States Rubber Co Nauauguck  
Stamford Rubber Supply Co The ("Factice") Stamford  
Vulvanized Vegetable Oils

**Rubberized Fabrics**  
Duro-Gloss Rubber Co The New Haven

**Rubber Footwear**  
Goodyear Rubber Co The Middletown  
United States Rubber Company (Keds, Kedettes, Gaytees, U S Royal Footwear) Naugatuck

**Rubber Gloves**  
Seamless Rubber Company The New Haven

**Rubber Heels**  
Danbury Rubber Co Inc The Danbury

**Rubber Latex Compounds and Dispersions**  
Nauauguck Chemical Division United States Rubber Co (coating, impregnating and adhesive compounds) Naugatuck

**Rubber Products, Mechanical**  
Auburn Manufacturing Company The (washers, gaskets, molded parts) Middletown

**Rubber—Reclaimed**  
Nauauguck Chemical Division United States Rubber Co Nauauguck

**Rubber Soles**  
Danbury Rubber Co Inc The Danbury

**Rubber Tile**  
Danbury Rubber Co Inc The Danbury

**Rubbish Burners**  
John P Smith Co The 423-33 Chapel St New Haven

**Safety Clothing**  
American Optical Company Safety Division Putnam

**Safety Fuses**  
Ensign-Bickford Co The (mining & detonating) Simsbury

**Safety Gloves and Mittens**  
American Optical Company Safety Division Putnam

**Safety Goggles**  
American Optical Company Safety Division Putnam

**Sandblasting**  
Beij & Williams Co The Hartford

**Sandwich Grills—Electric**  
General Electric Company Bridgeport

**Saw Blades**  
Capewell Mfg Co The (Hack Saw, Band Saw) Hartford

**Saws, Band, Metal Cutting**  
Atlantic Saw Mfg Co New Haven

**Scales—Industrial D'al**  
Kron Company The Bridgeport

**Scissors**  
Acme Shear Company The Bridgeport

**Screens**  
Hartford Wire Works Co The (Windows, Doors and Porches) Hartford

**Screw Caps**  
Weimann Bros Mfg Co The (small for bottles) Derby

**Screws**  
Atlantic Screw Works (wood) Hartford  
Blake & Johnson Co The (machine and wood) Waterville  
Bristol Company The (socket set and socket cap screws) Waterbury  
Charles Parker Co The (wood) Meriden  
Clark Brothers Bolt Co Milldale  
Connecticut Mfg Co The (machine) Waterbury  
Corbin Screw Div American Hardware Corp New Britain  
Holo-Chrome Screw Corporation The (socket set and socket cap) West Hartford  
Scovill Manufacturing Company Waterbury 91 (Adv't.)

# IT'S MADE IN CONNECTICUT

**Screw Machines**  
H P Townsend Mfg Company The Elmwood  
**Screw Machine Accessories**  
Barnaby Manufacturing and Tool Company Bridgeport

**Screw Machine Products**  
Apex Tool Co Inc The Bridgeport  
Blake & Johnson Co The Waterville  
Bristol Screw Corporation Plainville  
Centerless Grinding Co Inc The (Heat treated and ground type only)  
19 Staples Street Bridgeport  
Connecticut Manufacturing Company The  
Consolidated Industries West Cheshire  
Corbin Screw Div American Hardware Corp New Britain  
Eastern Machine Screw Corp The  
Truman & Barnay Sta New Haven  
Fairchild Screw Products Inc Winsted  
Greist Mfg Co The (Up to 1½" capacity)  
New Haven  
Humason Mfg Co The Forestville  
Lowe Mfg Co The Wethersfield  
National Automatic Products Company The  
Nelson's Screw Machine Products Plantsville  
New Britain Machine Company The  
Olson Brothers Company (up to ¾" capacity)  
Plainville  
Peck Spring Co The Waterbury  
Plume & Atwood Mfg Co The Waterbury 91  
Seovill Manufacturing Company Waterbury  
Wallace Metal Products Co Inc New Haven  
Waterbury Machine Tools & Products Co (B & S & Swiss type automatic)  
Waterville Mfg Co The Waterville  
Watkins Manufacturing Co Inc Milford

**Screw Machine Tools**  
Somma Tool Co (precision circular form tools)  
Waterbury

**Screws—Socket**  
Allen Manufacturing Company The Hartford  
**Sealing Tape Machines**  
Better Packages Inc Shelton

**Sewing Machines**  
Greist Mfg Co The (Sewing machine attachments)  
503 Blake St New Haven  
Merrow Machine Co The (Industrial)  
Singer Manufacturing Company The (Industrial)  
Bridgeport

**Shaving Soaps**  
J B Williams Co The Glastonbury  
**Shears**  
Acme Shear Co The (household)  
Bridgeport  
**Shells**  
Wolcott Tool and Manufacturing Company Inc  
Waterbury

**Sheet Metal Products**  
American Brass Co The (brass and copper)  
Waterbury  
Merriam Mfg Co (security boxes, fitted tool boxes, tackle boxes, displays)  
Durham  
Plume & Atwood Mfg Co The Waterbury  
United Advertising Corp Manufacturing Division (Job and Production Runs)  
New Haven

**Sheet Metal Stampings**  
American Buckle Co The West Haven  
DooVal Tool & Mfg Inc The Naugatuck  
J H Sessions & Son Bristol  
Patent Button Co The Waterbury  
Plume & Atwood Mfg Co The Waterbury

**Shipment Sealers**  
Better Packages Inc Shelton

**Shoe and Corset Laces**  
Ansonia O & C Co Ansonia

**Showcase Lighting Equipment**  
Wiremold Company The Hartford

**Shower Stalls**  
Dextone Company New Haven

**Signals**  
H C Cook Co The (for card files)  
32 Beaver St Ansonia

**Sizing and Finishing Compounds**  
American Cyanamid & Chemical Corp Waterbury

**Slide Fasteners**  
G E Prentice Mfg Co The Kensington  
North & Judd Manufacturing Co New Britain  
Patent Button Co The Waterbury  
Shoe Hardware Div U S Rubber Company (Kwik zippers)  
Waterbury

**Slings**  
American Steel & Wire Company New Haven

**Smoke Stacks**  
Bigelow Company The (steel)  
New Haven

**Soap**  
J B Williams Co The (industrial soaps, toilet soaps, shaving soaps)  
Glastonbury

**Solder—Soft**  
Torrey S Crane Company Plantsville

**Special Machinery**  
Henry & Wright Manufacturing Company The Hartford

H P Townsend Mfg Company The Elmwood  
Lundeberg Engineering Company Hartford  
National Sherardizing & Machine Co (mandrels & stock shells for rubber industry)  
Hartford

Swan Tool & Machine Co The Hartford

**Special Parts**  
Greist Mfg Co The (small machines, especially precision stampings)  
New Haven

**Special Industrial Locking Devices**  
Corbin Cabinet Lock Div American Hardware Corp New Britain

**Special Tools & Dies**  
Lundeberg Engineering Company Hartford

**Spinnings**  
Gray Manufacturing Company The Hartford

**Sponge Rubber**  
Sponge Rubber Products Co The Shelton  
United States Rubber Company Naugatuck

**Spring Coiling Machines**  
Torrington Manufacturing Co The Torrington

**Spring Units**  
Owen Silent Spring Co Inc (mattresses and furniture)  
Bridgeport

**Spring Washers**  
Wallace Barnes Co The Div Associated Spring Corp Bristol

**Springs—Coil & Flat**  
Han-Dee Spring and Manufacturing Co The (Coil and Flat)  
Hartford  
Humason Mfg Co The Forestville  
New England Spring Manufacturing Company Unionville

Peck Spring Co The Plainville  
Wallace Barnes Co The Div Associated Spring Corp Bristol

**Springs—Flat**  
Wallace Barnes Co The Div Associated Spring Corp Bristol  
New England Spring Manufacturing Company Unionville

**Springs—Furniture**  
Owen Silent Spring Co Inc Bridgeport

**Springs—Wire**  
Colonial Spring Corporation The Hartford  
Connecticut Spring Corporation The (compression, extension, torsion)  
Hartford  
D R Templeman Co (jewelry)  
Plainville  
J W Bernston Company (coil and torsion)  
Plainville

New England Spring Mfg Co Unionville  
Wallace Barnes Co The Div Associated Spring Corp Bristol

**Springs, Wire & Flat**  
Autoyre Company The Oakville

**Stamped Metal Products**  
Waterbury Companies Inc Waterbury

**Stamps**  
Hoggson & Pettis Mfg Co The (steel)  
141 Brewery St New Haven  
Parker Stamp Works Inc The (steel)  
Hartford

**Stampings**  
DooVal Tool & Mfg Inc The Naugatuck  
Han-Dee Spring and Manufacturing Co The (small)  
Hartford  
Plume & Atwood Mfg Co The (small)  
Waterbury

**Stampings—Small**  
Greist Manufacturing Co The New Haven  
L C White Company The Waterbury  
Rogers Corporation (Fibre Cellulose Paper)  
Manchester

Wallace Barnes Co The Div Associated Spring Corp Bristol

**Stationery Specialties**  
Waterbury Companies Inc Waterbury

**Steel**  
Stanley Works The (hot and cold rolled strip)  
New Britain

**Steel Castings**  
Hartford Electric Steel Co The (carbon and alloy steel)  
540 Flatbush Ave Hartford  
Malleable Iron Fittings Co Branford  
Nutmeg Crucible Steel Co Branford

**Steel—Cold Rolled Spring**  
Wallace Barnes Co The Div Associated Spring Corp Bristol

**Steel—Cold Rolled Stainless**  
Wallingford Steel Company Wallingford

**Steel—Cold Rolled Strip and Sheets**  
American Steel & Wire Company New Haven  
Detroit Steel Corporation New Haven  
Wallingford Steel Company Wallingford

**Steel Goods**  
Merriam Mfg Co (sheets products to order)  
Durham

**Steel Strapping**  
Stanley Works The New Britain

**Stereotypes**  
W T Barnum & Co Inc New Haven

**Stop Clocks, Electric**  
H C Thompson Clock Co The Bristol

**Straps, Leather**  
Auburn Manufacturing Company The (textile industrial, skate, carriage)  
Middletown

**Studio Couches**  
Waterbury Mattress Co Waterbury

**Super Refractories**  
Mullite Refractories Co The Shelton

**Surface Metal Raceways & Fittings**  
Wiremold Company The Hartford

**Surgical Dressings**  
Acme Cotton Products Co Inc East Killing  
Seamless Rubber Company The New Haven

**Surgical Rubber Goods**  
Seamless Rubber Company The New Haven

**Switches—Electric**  
General Electric Company Bridgeport

**Switchboards Wire and Cables**  
Rockbestos Products Corp (asbestos insulated)  
New Haven

**Synchronous Motors**  
R W Cramer Company Inc The Centerbrook

**Tanks**  
Bigelow Company The (steel)  
New Haven  
State Welding Co The Hartford  
Storts Welding Company (steel and alloy)  
Meriden

**Tape**  
Russell Mfg Co The Middletown

**Tap Extractors**  
Walton Company The West Hartford

**Taps, Collapsing**  
Geometric Tool Co The New Haven

**Tarred Lines**  
Brownell & Co Inc Moodus

**Tea**  
Upham Food Products Inc (package and tins)  
Hawleyville

**Telemetering Instruments**  
Bristol Co The Waterbury

**Television Receivers**  
General Electric Company Bridgeport

**Testers—Non-Destructive**  
Sperry Products Inc Danbury

**Textile Machinery**  
Merrow Machine Co The Hartford  
2814 Laurel St

**Textile Mill Supplies**  
Ernst Bischoff Company Inc Ivoryton

**Textile Processors**  
American Dyeing Corporation (rayon, acetate)  
Rockville  
Aspinook Corp The (cotton)  
Jewett City

**Thermometers**  
Bristol Co The (recording and automatic control)  
Waterbury  
Manning Maxwell & Moore Inc Bridgeport

**Thermostats**  
Bridgeport Thermostat Company Inc (automatic)  
Bridgeport

**Thin Gauge Metals**  
Plume & Atwood Mfg Co The Thomaston  
Thinsheet Metals Co The (plain or tinned rolls)  
Waterbury

**Thread**  
American Thread Co The Williamam  
Belding Heminway Corticelli Putnam  
Gardner Hall Jr Co The (cotton sewing)  
South Willington

Lloyd E Cone Thread Co The (industrial cotton sewing)  
Moodus  
Max Pollack & Co Inc Groton and Williamam  
Wm Johl Manufacturing Co Mys

**Threading Machines**  
Grant Mfg & Machine Co The (double automatic)  
Bridgeport

**Time Recorders**  
Stromberg Time Corp Thomaston

**Timers, Interval**  
A W Haydon Co The Waterbury  
H C Thompson Clock Co The Bristol  
R W Cramer Company Inc The Centerbrook  
Rhodes Inc M H Hartford

**Timing Devices**  
A W Haydon Co The Waterbury  
R W Cramer Company Inc The Centerbrook  
Rhodes Inc M H Hartford  
Seth Thomas Clocks Thomaston  
United States Time Corporation The Waterbury

**Timing Devices & Time Switches**  
A W Haydon Co The Waterbury  
Lux Clock Manufacturing Company Waterbury  
M H Rhodes Inc Hartford

**Tinning**  
Thinsheet Metals Co The (non-ferrous metal in rolls)  
Middletown  
Wilcox Crittenden & Co Inc (Ad)



## Fair Competition: A Rule of the Game

(Continued from page 51)

### Creative Writing

Have each boy and girl imagine himself a Russian boy or girl and write a letter to an American friend explaining Russia's way of doing business.

If the letters are written with sufficient care and thought the newspaper editor might be interested in running them in the daily or weekly newspaper.

### Missing Word Test and Review

The teacher may reemphasize learning that has already taken place through the use of a missing word review. She will form sentences lacking one important word related to the competitive way of doing business, and allow the pupils to fill in the missing word.

Sample sentences:

(1) European immigrants came to America partly to escape the old guild restrictions on individual (*freedom*). In this country they began to make goods in (*competition*) with one another with the thought of making a (*profit*).

(2) England tried to keep the colonists from making any products that (*competed*) with their own.

(3) Some of the colonial governors cooperated with the mother country in trying to stifle colonial trade (*competition*). William Berkeley of (*Virginia*) controlled the colonists' way of doing business and forced them to ship all of their (*tobacco*) to England.

Such a test and review as this should be in the form of a narrative beginning with days of feudalism and coming on down to the present time, and should include at least 20 sentences.

### Recordings

Four recordings in the series of 20 on the Growth of Democracy are recommended for use with this unit. The series of records, complete with study guide, may be purchased for \$25 from Growth of Democracy, Inc., 61 Broadway, New York, and should be owned by every school.

The four recordings that tie in with this study are: Freeing the Serfs, Bacon's Rebellion, Stamp Tax Proposal, and Stamp Tax Opposition.

### Culminating Project

Plan a money-raising project to be given on the schoolyard. Divide the

pupils in the room into two competitive groups, with the concessions evenly divided between them. Allow them to keep account of all expenditures and receipts, figure the profits, and make a final report to show which group conducted its concession to best advantage under the spur of competition.

STATEMENT OF THE OWNERSHIP, MANAGEMENT, CIRCULATION, ETC., REQUIRED BY THE ACT OF CONGRESS OF AUGUST 24, 1912, OF CONNECTICUT INDUSTRY, published monthly at Hartford, Conn., October 1, 1949.

STATE OF CONNECTICUT  
COUNTY OF HARTFORD

Before me, a Commissioner of the Superior Court, in and for the State and County aforesaid, personally appeared L. M. Bingham, who, having been duly sworn according to law, deposes and says that he is the Editor of the CONNECTICUT INDUSTRY and that the following is, to the best of his knowledge and belief, a true statement of the ownership, management, etc., of the aforesaid publication, for the date shown in the above caption, required by the Act of August 24, 1912, embodied in Section 411, Postal Laws and Regulations, printed on the reverse of this form to wit:

1. That the names and addresses of the publisher, editor, managing editor, and business managers are:

Editor L. M. BINGHAM  
Publisher MANUFACTURERS' ASSOC. OF CONN.  
Managing Editor N. W. FORD

2. That the owner is the Manufacturers' Association of Connecticut, officers of which are as follows:

W. A. FURTELL, President, Orchard Road, West Hartford, Conn.

A. V. BODINE, Vice President, 396 Meadowbrook Road, Fairfield, Conn.

FRANKLIN R. HOADLEY, Vice President, 164 Linden Street, New Haven.

JOHN COOLIDGE, Treasurer, Diamond Glen Road, Farmington.

N. W. FORD, Exec. Vice President, 205 Auburn Road, West Hartford.

L. M. BINGHAM, Secretary, 67 Jerome Ave., Bloomfield.

3. That the known bondholders, mortgagees, and other security holders owning or holding 1 per cent or more of total amount of bonds, mortgages, or other securities are: None.

4. That the two paragraphs next above, giving the names of the owners, stockholders, and security holders, if any, contain not only the list of stockholders and security holders as they appear upon the books of the company but also, in cases where the stockholder or security holder appears upon the books of the company as trustee or in any other fiduciary relation, the name of the person or corporation for whom such trustee is acting, is given; also that the said two paragraphs contain statements embracing affiant's full knowledge and belief as to the circumstances and conditions under which stockholders and security holders who do not appear upon the books of the company as trustees, hold stock and securities in a capacity other than that of bona fide owners; and this affiant has no reason to believe that any other person, association or corporation has any interest direct or indirect in the said stock, bonds, and other securities than as so stated by him.

L. M. BINGHAM,

Editor.

Sworn to and subscribed before me this 1st day of October, 1949.

FREDRICK H. WATERHOUSE,  
Commissioner of Superior Court.

### Service Section

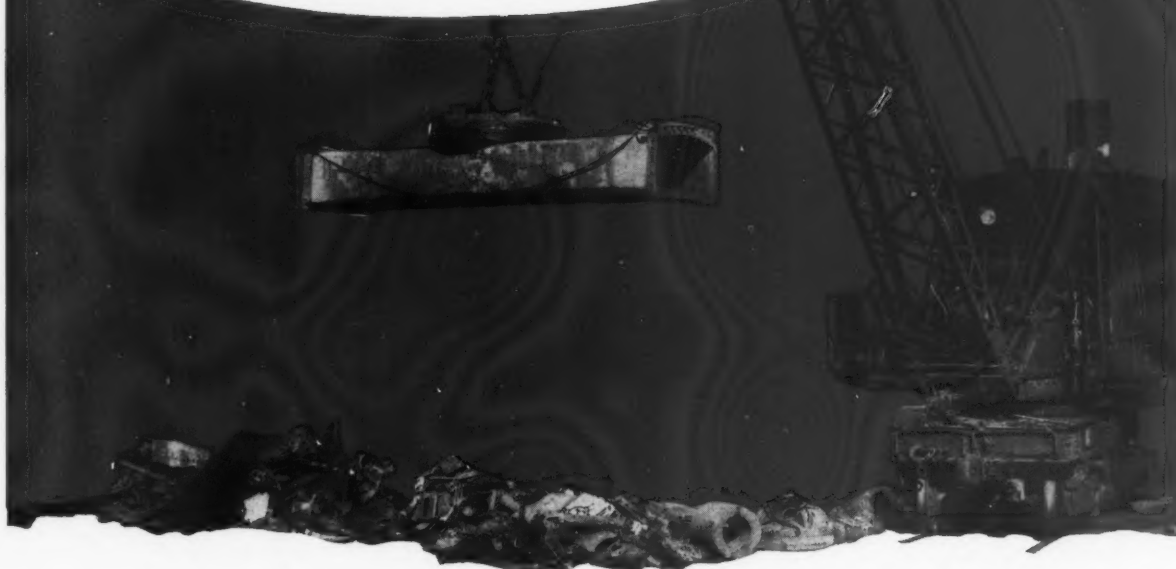
GENERAL MANAGER and former Sales Manager, who has consistently shown a profit in his plant operations, and who has a broad knowledge of building materials, hardware and sporting goods, as well as established connections with large manufacturers, the better hardware and mill supply, jobbers and dealers of sporting goods, chain stores and mail order houses, is now available for a new post in another Connecticut or New England company. Address P. W. 1480.

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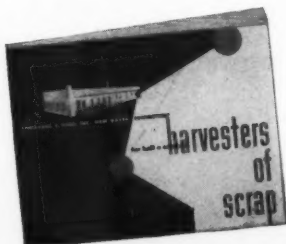
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